

Army Host

Fostering improved MWR management through communications. Published for DPCAs, club managers, morale support managers and others involved in managing MWR activities.

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1983

"Year of Excellence"

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Extension of financial management initiatives

Single fund tested in TRADOC

WASHINGTON—As a follow on to a series of financial management initiatives designed to improve Army MWR programs and facilities, a single nonappropriated fund is being implemented at 21 Army Training and Doctrine Command installations on a test basis.

The evaluation follows consultation with DoD MWR officials and members of the MWR Panel, House Armed Services Committee.

The MWR Panel and DoD officials were approached this summer with a plan to centralize NAF Management at the installation.

This program creates one NAF fiscal entity thereby accelerating the movement of existing temporary cash surpluses of nonappropriated funds to programs and capital improvements where they are needed.

It is also intended to remove barriers to sound cash management by pooling all installation nonappropriated funds at the installation for application to needs identified by an MWR committee at the installation. Associated with this concept are economies through centralization of administrative support costs for MWR programs as well as providing an accession ladder for Army MWR employees.

The IMWRF concept is an extension of a series of interrelated financial initiatives designed to upgrade

the physical plant and to facilitate MWR local MWR management.

Self-sufficiency

The first and foremost initiative for Army MWR improvement is self-sufficiency. Before self-sufficiency, a large part of the Army's share of earnings from the Army and Air Force exchange service (about \$60 million per year) was used to pay the day-to-day operating costs (primarily labor) of MWR programs. Under self-sufficiency, it is now being applied to major construction and installation MWR

Mellon is new central bank

PITTSBURGH—The Central Banking Program (CBP) has changed from the First National Bank of Chicago to Mellon Bank of Pittsburgh. The Adjutant General announced the selection of Mellon July 7 following evaluations of competitive bids.

According to TAGO's **Chuck Stanton**, Mellon received a 3-year contract with options to renew for 2 years. Details on the conversion process were announced in numbered nonappropriated fund (NAF) Central Banking Messages, and Let-

see **BANK**, page 6

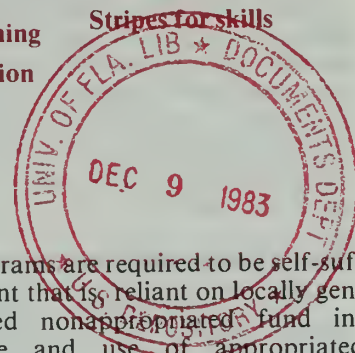
programs are required to be self-sufficient that is, reliant on locally generated nonappropriated fund income and use of appropriated funds, where authorized, to pay for their operating programs. Beginning in fiscal year 1984, most Army installation MWR programs are self-sufficient and are funding their own capital purchases and minor construction (construction and equipment costing less than \$300,000 per product/unit).

An associated MWR Review Committee initiative is cash management see **IMWRF**, page 2

High Court decides on taxing liquor

WASHINGTON—The Supreme Court has refused to hear a case deciding whether a state can enforce regulations that require the military to pay tax, directly or indirectly, on alcoholic beverages sold to military clubs and package stores within the state. By not hearing the case, an earlier decision by the Fifth Circuit Court of Appeals stands in favor of the Federal Government. This means that the mandate of the Appeals Court is now in effect and out-of-state procurement of alcoholic beverages by installations in Texas

see **COURT**, page 5



IMWRF, from page 1

agement, long a neglected financial management principle in nonappropriated fund management. A centralized banking, budgeting and investment program has given the Army the mechanism to increase the interest earning potential of nonappropriated funds until they are needed.

To support the concepts of self sufficiency, the Army is fielding a plan aimed at providing monetary incentives to NAF managers based on performance. Local MWR managers are also being given advice and

these needs. An outline of qualifications for this position has been developed and will soon be sent to major commands and installations.

\$158 million in NAF construction is the result

These programs have already generated \$158.5 million in nonappropriated funds programed for the modernization of MWR facilities in fiscal years 1984 and 1985. This is a tremendous increase from years past when \$10 million was spent each

. . . an MWR program business manager . . . would assess needs and use the IMWRF to cross-level resources

assistance on pricing and performance through a pricing and performance guidelines pamphlet that is forthcoming and through intensive technical assistance from three TAGO regional offices (see related article this issue).

Business manager

A concept for an MWR Program Business Manager has also been developed. This manager would be a principal assistant to the installation DPCA, managing all business aspects of the installation MWR program.

This manager would help assess soldier and family needs and use the IMWRF to cross level funds to meet

year.

This outlay is being applied against an estimated \$1.2 billion in sorely needed NAF MWR construction. The objective is to have a fully funded and planned program to improve MWR facilities and replace them as they wear out, not unlike the capital improvement program of the Army and Air Force Exchange Service.

Providing an added boost to this NAF outlay is a program to place slot machines in overseas clubs and Armed Forces recreation centers. This program is expected to add \$25 million to NAF construction capability each year.

Why not NAF for child care building?

WASHINGTON—A number of DPCAs question why NAF cannot be used for the construction of child care centers when there is such a great need for improvements to these facilities.

The MWR Review Committee, DoD and the Congressional consensus is that child care center construction be funded with appropriated funds. They believe that this is a legitimate appropriated fund item since, like physical fitness and libraries, it is directly tied to readiness.

One option being considered is including these centers with housing projects.

Meanwhile, the Army continues to press for more MCA child care dollars.

Only three of 289 Army child care

centers passed a recent health and safety inspection. Seven of these may close while 25 may relocate. The Army estimates it will cost about \$16.6 million to bring them up to standard. 134 need minor repairs and 152 need \$25,000 or more work.

Housing MWR plus

WASHINGTON—Surveys show that MWR sales increase along with the number of assigned living on post.

So, the FY 1984 Military Construction Appropriation is good news for MWR. \$1.256 billion was included for family housing with up to 1,500 units for the Army. The bill also includes a record amount of MWR MCA construction.

Appropriated funds advance

Essential to the success of the MWR program is maximum application of appropriated funds in support of MWR programs where authorized by DoD directives and Army regulations. The Army has identified about \$41 million in expenditures now financed from NAF that are defendable as appropriated fund responsibilities. \$12.4 million for libraries and sports programs was requested in the Army's FY 1984 budget request in the FY 1984 appropriations bill that is presently before The Congress. \$11.7 million more is being sought in FY 1985.

Also, the Army has sought and obtained OSD and Congressional support for increased MCA funding of MWR facilities. In FY 1984, Congress authorized \$68.8 million for 37 projects. These results are unparalleled in the history of MWR MCA programing. However, a backlog of \$2.3 billion in needed MWR MCA remains.

Randolph Sheppard decision

DENVER—The 10th Circuit Court of Appeals in Colorado has upheld a prior ruling by an Oklahoma District Court which held that all AAFES vending machine operations, including those AAFES machines in MWR facilities, are exempt from the income sharing provisions of the Randolph Sheppard Act.

NAF Manager's Bonus Incentive Plan

WASHINGTON—The Plan for the NAF Manager's Bonus Incentive Plan is currently being revised to allow for implementation under current installation budgeting procedures.

Under the program, NAF MWR managers can receive a bonus if they exceed established productivity goals.

A detailed message to major commands incorporating changes was sent to installations in early November.

Contact your major command or **Kathy Rivera** at TAGO (AV 225-1737) for further information.

For the record

From remarks by Congressman Bill Nichols (D-Ala.) before the American Logistics Association Annual Meeting, San Francisco, October, 1983.

"As you are all well aware, military exchanges exist for two purposes only:

- To provide patrons products and services at the lowest possible price.

- To contribute profits to fund morale, welfare and recreation programs.

The amounts contributed to MWR by military exchanges have remained fairly constant over the years. Exchange contributions for 1982 ranged from a high of four percent of sales and 60 percent of profits to a low of two percent of sales and 50 percent of profits. Active duty per capital contributions also varied, ranging from a high of \$105 by one exchange to a low of \$78 by another.

Worldwide requirements for MWR facilities total billions of dollars and while exchange facilities need to be improved and replaced, equal consideration must be given to support other "quality of life" needs of our service members. But the demands for appropriated funds far exceed the monies approved by the Congress.

Our first priority is to provide our military forces with arms, and to maintain their readiness. These is a shortage of resources, and the re-

lated funding choices are difficult and will become more difficult in light of budget restraints. To alleviate this situation there is a relatively strong movement in Congress to use nonappropriated funds to construct certain facilities formerly constructed with appropriated dollars. These include child care centers, athletic facilities and clubs at bases with new missions and at overseas locations, military museums, and Armed Forces radio and television facilities.

The additional demands for nonappropriated dividends require considering new alternatives and changing our present method of operation. I believe the exchange systems are capable of meeting this challenge.

... The Panel recently began active oversight of nonappropriated fund construction. This consists of MWR facilities such as bowling alleys, golf courses and clubs, and includes projects that are of great interest to all here today.

The Panel has always taken the position that military personnel stationed overseas so far as we can provide are entitled to the same quality of life as their counterparts stationed in the U.S. Overseas needs are generally far more critical than

those in the states because often there are no recreation alternatives, especially in locations in Korea and Turkey. Military personnel stationed in the United States, of course, usually have civilian alternatives if base facilities are not adequate.

The services, however, have historically spent most of their NAF construction dollars in the United States. During the last few years almost 70 percent was used to construct projects in CONUS. Unless redirected, many needed MWR facilities in overseas areas will not be built.

The fiscal year 1983 NAF construction program was the first examined by the Panel. Several problems were identified, a number of projects questioned, and a few were disapproved.

The fiscal year 1984 NAF construction Program is now under review. The services Plan to construct 127 MWR projects costing over \$329 million. Of this total, \$237 million, or 7.2 percent is for commissary and exchange construction.

The Panel's review this year will be fairly comprehensive. It will focus on the need, size and cost of projects and its objective is to insure that nonappropriated dollars belonging to active duty service members are spent in a prudent fashion on projects where the need is greatest.



Work continues on a new 14,000 s.f. \$1.2 million youth center at White Sands Missile range, N.M.



On Sept. 1, 1983, three members of the Hanau Area Club System were promoted in rank. (L to R) Area Club Manager Michael A. Nelson from Major to LTC, NCO/ENL Branch Manager David L. Hunter from MSG to SGM, and Asst. Officers' Branch Manager Patrick R. Brisbin from SFC to MSG. The Hanau Area Club System is one of Europe's largest with annual total revenue of \$5.8 million.

Facility improvement tips

- There is a carpet fabric sealant that prevents staining from most major spills . . . and it will never wear off under traffic or normal maintenance.

- There is glass developed for use in racquetball courts through which spectators and TV cameras see the action clearly, but the players inside see the glass as a white wall.

- There is a lift that allows handicapped persons to enter a swimming pool unassisted. The lift can be installed permanently on any pool or can be used as portable equipment. Power is supplied from an ordinary garden hose and is capable of lifting

a 300-pound load from water to deck.

- There is an electrical wall outlet for use in child care centers that cannot be energized until all three prongs of a grounded plug are inserted, thus reducing shock hazard.

- Low-voltage lighting controls can be used in youth centers or other facilities where central control of lights is a priority item. The system uses electronic relays to control lights throughout a building. As an alternative in existing buildings, standard light switches can be changed to the type that requires a key. *Courtesy Air Force MWR Newsletter.*

FORSCOM financial intern program

FORT McPHERSON, GA—The FORSCOM DCSPER, Financial Manager, with the Fort McPherson Comptroller and DPCA recently established a program to hire a DA intern GS-5 with GS-9 as the full operating target grade.

According to FORSCOM's **L. Lavoie**, the Intern's assignment is to train in the non-appropriated budget function, a part of the Resources Management Division of the DPCA.

"Historically there has always been a serious lack of expertise in the non-appropriated fund budget field," Lavoie said. "The incumbent to this position will be trained in all aspects of the nonappropriated fund budget system."

A formal two year training plan has been developed which includes on the job training for 26 weeks as introduction to the nonappropriated fund system, 13 weeks introduction to the program aspects of morale, welfare and recreation and 520 hours introduction to the appropriated fund system, i.e., interface with nonappropriated funds and 13 weeks in MACOM NAF administration. A total of 16 weeks of various schools are also included in the training program which are:

- Budget Formulation (1 week)
- Budget Execution (1 week)
- Report Writing (1 week)
- Professional Writing Techniques (1 week)
- Comptroller Intern Financial Management Course (2 weeks)

- Planning, Programming and Budgeting Course (4 weeks)

- Morale Support Officers' Course (4 weeks)

- Central Accounting Officers' Course (2 weeks)

The desired results of this program are to eventually have more expertise in the NAF budget arena which will be a contributing factor to the successful operation of the one NAFI concept. Anyone interested in this program should contact Mr. L. Lavoie for additional information. Autovon 588-2531.

USAREUR microcomputing

MUNICH—Two Microcomputer Workshops were conducted in Munich and Baumholder with emphasis on software applications in MSA including data base management, financial analysis, word processing, NAF Purchase Order Tracking, inventories, mailing lists, etc.

Participants were highly attentive and actively involved at each workshop. Considerable interest as expressed by participants to move ahead with micros and some installations already have a system in place.

USAREUR's geographics lends itself to sharing and exchanging programs and information and formation of user's groups is encouraged. Over one-half of classroom time is dedicated to "hands-on" training.

Sports complex

FORT STEWART, GA—Management here is in the final stages of developing one of the finest softball complexes in the Army.

According to **Verlin H. Boram**, Acting Director of Community Activities and Services, the complex consists of four softball fields, in a four-leaf clover pattern. Four walking spokes lead from perimeter parking to the central hub.

A 3,000 square foot support building located in the central hub is scheduled for FY 84. This two-story building will feature a large concession stand (LGI), modern toilet facilities, and storage areas for field maintenance on the ground floor. The second floor will have four offices and outside decks overlooking each field. Official scorers and scoreboard operations will have unobstructed view of each field of play. The second floor rooms will also have complete public address systems for announcements and play-by-play descriptions of games.

Three fields have been completed and the fourth is under construction. Flag football fields are located in each of the outfields. Lights will permit all night playing in the summer and unit level fall flag football competition without distracting from duty training requirements. A second complex is being planned for the future.

This complex is being built in stages with one complete field per year. The central complex is the fifth stage. This permits a planned, organized development without excessive costs in any one fiscal year. The final completion of the second cloverleaf will provide Fort Stewart Morale Support Activities with one of the finest softball and football capabilities in the Army. The completion of the Physical Activities Field House with indoor swimming pool in FY 85 will permit Fort Stewart Morale Support Activities to truly provide "Service for the troops."

Kudos to 1st PERSCOM, and particularly **Jim Weaver**, for coordinating the two workshops outstanding logistical support provided by MSO's at Baumholder and Munich.

Documented savings through central contracts

WASHINGTON — Managers around the Army and in the other services are saving big bucks by using 31 centralized contracts for procurement of meat, seafood, poultry, imported beer and wine, generic beer and soft drinks.

The combined savings last year tallied to \$987,000 from \$13 million purchased off of these contracts.

The NAF Contracting Division, TAGO, negotiates prices with major corporations and local vendors. Price information is disseminated to military installations by mail. Club and other MWR managers then have an array of competitive price quotes for their requirements.

Participation in these programs has been voluntary, but good prices and quality assurance are encouraging managers to use the contracts. Officials emphasize that prices per unit drop as more activities participate in the central contracts.

Last year, MWR activities saved

over \$500,000 on \$10 million worth of meat purchases or five percent, all of which fed into the bottom line. About 91 military installations in the United States participate in this program and contracts have been negotiated with 19 major meat packers. Besides cost savings, this program assures quality and consistency in product.

In the Washington D.C. area, military installations have saved about three percent on poultry purchases and five percent on seafood through the program. Other installations outside of the D.C. area have also begun to participate in the seafood purchasing program with near 10 percent savings.

Military installations across the nation are also buying European wine centrally with a reported 35 percent savings of \$197,000 on about \$560,000 in purchases. These contracts are with Overseas Corp. and Classic Wines of Europe. MWR

activities and some AAFES outlets are saving about 51 percent on purchases of Heineken beer which is being sold for \$10.15 per case compared to the average \$15.30 CONUS price. Contracts are directly negotiated with the importer, Van Munching Corp. of New York. 28,000 cases were bought last year.

A contract with Shasta Beverage Corp. saves many installations 10 percent from the local purchase price. The price is currently \$5.04 for a case of 24 12-oz. cans.

Other installations are saving 50 cents per case on popular generic beer through contracts with the Falstaff Brewing Company and the Lion Brewing Company. \$630,000 worth of generic beer was purchased by military MWR activities last year.

Contact **John Conlan**, DAAG-DP, Alexandria, VA 22331, AV 221-0757 or (202) 325-0757 for further information.

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may begin.

In 1975, the Supreme Court ruled that the state of Mississippi did not have the authority to regulate the importation of liquor into territories, such as military bases, over which the federal government had exclusive or concurrent jurisdiction.

But lawyers with the state of Texas asked the justices to reconsider this area and to reverse a lower court decision handed down last January. This decision, if allowed to stand, would strike down state regulations aimed at discouraging out-of-state wholesalers from selling liquor products directly to military activities in Texas.

The state wanted to force the military to buy its alcoholic beverages through state wholesalers who are required to pay \$2 tax on each gallon of distilled spirits sold. The Texas wholesalers, in turn, would pass the increased costs along to the military activities and their customers.

With the Texas petition before the Supreme Court, a federal circuit court in South Carolina last month issued a permanent injunction to stop that state from enforcing a new

law there that would have required military installations to purchase all alcoholic products from wholesalers licensed with the state. Those products would be taxed by the state and wholesalers would pass the cost on to the military.

In the Texas case, the state's Alcoholic Beverage Code requires nonresident sellers of alcoholic beverages to sell their products only to wholesalers who have state permits. The wholesalers then are taxed \$2 a gallon on distilled spirits. In 1978 the Navy concluded that Defense regulations governing alcohol purchases allowed the military to buy alcoholic beverages from out-of-state wholesalers, whether or not they held state permits.

The state disagreed with this position and barred nonresident sellers from selling directly to the military's nonappropriated fund activities. Officials there warned nonresident sellers that any attempt to avoid the \$2 tax by delivering directly to the military would result in legal action.

In 1979 the Justice Department filed suit in the U.S. District Court for the Western District of Texas charging that the state regulating

scheme violated the supremacy clause of the Constitution and must be struck down. That court, however ruled that the federal and state regulations did not conflict and the beverage code was constitutional as was applied to the military activities in that state.

The Fifth Circuit Court of Appeals reversed that decision last January. It relied on the 1975 Supreme Court decision involving Mississippi and the lack of power to regulate the importation of distilled spirits from out-of-state by military bases there.

In the South Carolina case, the government noted that military officials are required by regulation to purchase alcoholic beverages at the lowest price possible and the profits are used to provide for the welfare and morale of service personnel. The South Carolina law would require the military to purchase higher price liquors from state wholesalers thus increasing the costs to the military.

Fort McClellan sees tremendous potential for savings with the installation of a "**Book Security System**" in its main library.

Apathy crushes video game industry

The love for arcade and home video games is fading so fast that most manufacturers won't survive through the Christmas shopping season.

"It's very bleak," said Gary Ozanich, researcher at Link Resources Inc. of New York. Demand for home game machines is 50 percent of what it was a year ago; cartridges, 20 percent.

The downturn will knock out all but 15 of the 75 companies—most of them small start-ups—that were making video game cartridges last year, said Christopher Kirby, analyst at Sanford C. Bernstein & Co.

Giants in the \$3 billion industry launched by Atari Inc. six years ago are suffering, too: "Participation in this industry is becoming a big question mark," Kirby said.

■ Imagic Inc. has laid off 40 of its 170 employees and plans to lay off more this week.

■ Activision Inc. announced a projected loss of \$3 million to \$5 million for the second quarter ending Sept. 30.

■ Mattel Inc.'s Electronics Division lost \$166.7 million through the six months ended July 30. More than a third of the electronics work force was cut this summer.

■ Atari lost an estimated \$356 million in the first six months of this year and, citing sagging sales, has laid off 500 employees.

Analysts agree Mattel and Imagic, which have lost some key game designers, are having the most severe problems.

"I think that the best thing that Mattel could do is go back to the drawing board and come up with a

Video game bust

Figures in millions

Category	Units sold		Sales	
	1982	1983*	1982	1983*
Game machines	8.00	6.00	\$1,000	\$600
Game cartridges	72.00	75.00	1,150	1,050
Games for computers	10.00	20.00	170	350
Arcade games	.48	.15	1,000	300

Source: Sanford C. Bernstein & Co.

*estimated

whole new product line," says Michele Preston, analyst at L. F. Rothschild, Unterberg, Towbin in New York.

Hardest hit have been the arcade models. Sales of \$2,000 arcade machines are down \$700 million this year. Business at many arcades has dropped in half. Gone are the days of multimillion dollar moneymakers. Almost 7 million Pac-Man game cartridges were sold last year but the top cartridges this year aren't expected to reach 3 million

units sold.

Poor quality in games, the growing interest in home computers and the inevitable saturation of the prime market for video games—the 20 million USA homes with one or more school-aged children—are blamed for the downturn.

Just as important, perhaps, was that people simply grew tired of playing the machines. Kirby said, "It begins to dull the senses after

awhile. Kids are finding it a little bit passé."

The companies, however, remain confident that the current problems are temporary. They're particularly optimistic about a move toward more sophisticated games like *Dragon Lair* with graphics generated by videodisc.

"There's a real hope that videodiscs will be the savior," Ozanich said. "That's where the research and development will go."

Courtesy USA today.

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ters of Instruction (LOI). Messages numbered 24-29 have been issued.

The central banking program allows MWR activities to maximize the earning potential of their cash until it is applied to programs or construction.

The CBP will not undergo a conceptual change with the switch to Mellon, but there will be procedural changes and further expansion of the program. For example, Mellon has its own, in-house computer system for deposit reporting. CAOs will no longer call deposits in to National Data Corporation. Deposit reporting is communicated direct to Mellon. The interface of the Central NAF Payroll Office (CNPO) with the CBP which was described to some extent in the December 1982 *All Points Bulletin* article "CNPO to Start Fund Level Billing," and then delayed pending the new CBP

contract, is being implemented.

The new procedures for payroll cost transfer with Mellon Bank calls for the electronic fund transfer (EFT) to occur on the Thursday or Friday that the payroll cycle is run. Under this procedure, the nonappropriated fund instrumentality (NAFI) will have the benefit of the funds up until the date the paychecks are distributed from the CNPO. More importantly, only the actual payroll costs will be charged. CAOs will no longer have the task of reconciling payroll cost estimates with actual expense. However, CAOs must monitor cash balances to assist NAFIs in meeting their obligation to have cash in Mellon Bank at least equal to the total gross pay and employer's share of fringe benefits based on the previous pay period (AR 230-65 (Nonappropriated Funds—Accounting Policy and Reporting Procedures), paragraph 8-8). The amount of the payroll

EFT will be indicated in both the CNPO payroll reports and on the monthly Mellon statements.

Adapted from *All Points Bulletin*.

More bank savings

WASHINGTON—An average of \$3 million in two-week payroll deposits paid to the Central NAF Payroll System at Red River Army Depot will be debited directly from NAFI accounts at the Mellon Bank, Pittsburgh, PA.

This will result in a more efficient and simplified payroll system for the CAOs and CNPO.

An additional by-product of this new system is that individual NAFI accounts will maintain custody of their payroll monies for two to three days longer resulting in additional investment income.

AAFES commander pledges support for MWR self-sufficiency

DALLAS—Citing the self-sufficiency programs of the Army and Air Force MWR programs, AAFES Commander MG Richard D. Murray (USAF), urged each AAFES general manager to offer assistance to MWR by reviewing losing operations and suggesting improvements, and providing vending management on a service-fee basis where MWR can benefit.

“Our involvement is not to increase AAFES earnings or to acquire more facilities,” said Murray. “Our motivation is to assist the MWR community in its effort to provide cost-effective, quality services in those areas under its charter.”

As a result of this pledge, installa-

tion DPCAs have been mailed an AAFES booklet “*CONUS MWR/Club System Amusement Vending Program, A Cooperative Effort*.” The booklet has already been provided to AAFES managers.

The booklet views MWR as a sleeping giant with enormous potential and cites AAFES amusement sales as increasing 57 percent last year.

With this new emphasis on AAFES support for MWR, AAFES vending may be more attractive than in the past, but commanders should continue to evaluate alternatives that are in the best interest of the MWR program.

The AAFES booklet cites many advantages to AAFES amusement

contracting such as rotation, internal controls, contractor responsiveness, consolidated procurement, and financial advantages. It contains a sample memorandum of understanding between AAFES that lists AAFES and MWR responsibilities. Real-life revenue sharing examples are also cited.

In January 1983, AAFES was designated the executive agent for the US Army, Europe MWR Amusement Vending Machine Program. The agreement there provides 50 percent of revenue to be paid to the community each month. The USAREUR program could eventually include 1,200 AAFES-owned and 3,800 contractor-owned machines.

Currency fluctuations take toll on USAREUR clubs

WASHINGTON—The increased value of the dollar against the German mark is taking its toll on USAREUR club sales.

FY 83 club sales were down 4.4 percent from the same FY 1982 period while revenue dropped one percent. However, net income increased to 7.5 percent of revenue. Ninety percent of club branches

were profitable with 100 percent of officers' clubs in the black.

When the dollar increases in value against the mark, there is a two edged effect on club and other MWR business. While the cost of German national labor and goods bought on the economy declines, more soldier disposable dollars migrate to German establishments

where their more valuable dollars go further.

The spending power of the USAREUR soldier is not only influenced by fluctuating currency values, each soldier receives a cost of living allowance tied to the value of the dollar. As the dollar increases in value, cost of living allowances decrease.

MWR managers meet for MSO conference, AFRS & NRPA

KANSAS CITY—180 Army morale support officers, DPCAs and MWR activity managers met Sept. 29-Oct. 5 here to discuss a wide range of Army, DoD and private sector MWR issues.

At the Army session, attendees heard presentations from TAGO

representatives on MWR Review Committee decisions, self-sufficiency progress, appropriated funding, micro-computers, personnel, and MWR mobilization.

The substance and content of the presentations is discussed in detail in the Oct. 14 issue of **DPCA Briefs**.

Several installation MWR managers gave presentations on the operation of their program including speeches by the Fort Jackson and Fort Gordon DPCAs on their operation under the installation MWR fund.

Cole, Merrill, Bridgewood, Daniels cited

KANSAS CITY—The Armed Forces Recreation Society has recognized three Army MWR managers for excellence in program management.

Executive Fellows Awards went to **Bill Merrill & Albert Cole**, USAREUR. **Marilyn Bridgewood** of Fort Ord, Calif. received a Fellow Award. And, **Millie Daniels** of

Eighth Army was awarded a special citation.

MWR job vacancies

WASHINGTON—Looking for another job in MWR or know somebody who is interested?

Call (202) 325-8804 or AV 221-8804 for a recorded message on vacancies. Or write: HQDA(DAAG-

DPP-R), Alexandria, VA 22331. Or contact **Ms. Robinson** at AV 221-8789.

For Europe morale support management vacancies, contact the Civilian Recruitment Center, ATTN: AEAGA-CRC, APO NY 09403. For Korea management MSO vacancies, contact the EUSA Recruitment Office, P.O. Box 34102, Seattle, Wash. 98214.

Bowling and golf —two prime revenue sources

Army bowling centers and golf courses are among the most used MWR activities. Programs include sports competition and recreation games, instruction, snack foods and beverages, pro shops, amusement machines and high spectator appeal. These programs are also generating money to pay their bills, modernize their facilities and are prime contributors to installation MWR self sufficiency and locally funded capital purchases and minor construction.



MSG Kenneth W. Franklin of HHC, 3rd Armored Division, West Germany, hurls a bowling ball down the lane at Drake's Kaserne's bowling alley to score a strike. (hauler)

Patronage

Use of Army bowling and golf facilities by non DoD civilians continues to be a problem. Use by this category of patron is perceived by managers and proprietors of commercial bowling and golf facilities as unfair competition. Congress and DoD share this opinion and have made it quite clear that DoD MWR activities are not authorized to and should not compete directly with commercial facilities. Patronage priority 15 (AR 28-1) should be used with discretion as a means of rewarding/recognizing an outstanding contribution to the military community in several CONUS areas.

Construction

Nonappropriated funds are used for bowling center construction. Over \$50 million worth of construction has been approved by the Morale, Welfare and Recreation Review Committee. These projects, such as the new 6-lane bowling center at Fort Ritchie will have better customer appeal, be more labor efficient and will give managers and employees a better place to do business. Bowling centers are getting priority by several major commands because of their revenue-generating capability.

Bowling Centers Approved for Renovation/Construction

Installation	FY 84
Ft Ben Harrison	Add 10 lanes
Hohenfels	Add 4 lanes
Geissen	New 18 lanes
Pirmasens	New 18 lanes
Yongsan	New 32 lanes
Hanau	New 32 lanes
Ft Irwin	Add 10 lanes
Ft Drum	New 8 lanes
Ft Hood	Add 12 lanes
Ft Eustis	Renovation
Katterbach	New 18 lanes
Grafenwohr	New 24 lanes
Heidelberg	New 24 lanes
Karlsruhe	New 18 lanes
Cakmakli	New 4 lanes
Camp Henry	New 12 lanes
Hialeah	New 6 lanes
Camp Casey	New 12 lanes

Training aids

"The Brunswick Management School"

Brunswick Training Center
One Brunswick Plaza
Skokie, Illinois 60077
Telephone (312) 470-4639

Bowling Center Workshops
International Military Recreation Assoc.
455-B Carlisle Dr.
Herndon, Virginia 22070
Telephone (703) 437-0050

Note: Training and Management aids are offered at no cost to members of the Bowling Proprietors' Association of America, Inc. For information on membership fees contact:

BPAA
Box 5802
Arlington, Texas 76011
Telephone (817) 460-2121

Bowling and golf managers can contribute to a program guide

The Club and Community Activities Management Directorate is developing a guide for bowling and golf managers. Managers are encouraged to send input for this publication to: HQDA(DAAG-CM), Alexandria, VA 22331.

The guide will address facility usage and operating hours, how to get children to start bowling or playing golf. Promotional ideas, renovation, electronic score keeping, league handicapping, golf handicap computing equipment, pro shop operations, vending and amusement machines merchandising, internal controls and professional development.

Not a bad operation

Fort Ben Harrison has one of the best bowling operations in the Army, according to assistance team members. The facilities are clean, attractive, dynamic and well publicized—and they are heavily used. Some innovative merchandising techniques employed by the manager Bill Dalton which contribute to this facility's high sales are: game cards during summer months, "rent-an-alley"—two hours on Friday for \$3.00 and two hours on Saturday and Sunday for \$5.00, and pay for two and get a third game free.

Lending a helping hand

Assistance teams from the Club and Community Activities Management Directorate, TAGO have been hard at work lately extending their business management expertise toward making bowling and golf more fun and efficient. They work to reduce waste through strengthening internal controls over cash, merchandise, food and beverage inventories, supplies and equipment.

The teams also work with managers in developing more realistic costing and pricing procedures. Scheduling of employees is critical in the service industry and teams help management reduce their labor costs through better scheduling. Procurement costs are reduced when teams visit since they help management with specifications, source selection and emphasizing use of centralized contracts.

Teams also work with management to be more responsive to customers through program enhancements and more efficient handling of customer service transactions.

The amount of construction on the boards dictates another important mission for the technical assistance teams. Teams now work with management in improving planning for facility modernization, furnishing, and outfitting the bowling centers with equipment. Teams are also assisting managers in identifying mid- and long-range construction and renovation requirements.

Continued

Bowling Pamphlets

Bowling Equipment Specifications, ABC, 1982-83, N/C.
The Congress Certification Program, ABC, 1982, N/C.
How to Use ABC Bowling Lane Measuring Tools, ABC, 1973, N/C.
Injection Systems for Bowling Lanes, TECH-ED Publishing Co., 1978, \$2.00.
The Use of Synthetics in the Bowling Industry, TECH-ED Publishing Co., 1977, \$2.00.
A Guide to Lane Conditioning, TECH-ED Publishing Co., 1973, \$2.00.
The Age of Aquarius, TECH-ED Publishing Co., 1978, \$2.00.

A Guide to Cleaners, Solvents and Bowling Lane Strippers, TECH-ED Publishing Co., 1979, \$2.00.
The Use of Epoxies in the Bowling Industry, TECH-ED Publishing Co., 1981, \$2.00.
Lane Analyzing, TECH-ED Publishing Co., 1982, \$4.00.
Guide to Fire Resistant Bowling Lane Coatings, TECH-ED Publishing Co., \$2.00.
Bowling Ball Plugging Guide, TECH-ED Publishing Co., 1974, \$2.00.
Lane Conditions for Bowlers, TECH-ED Publishing Co., 1981, \$2.50.
DBA Lane Conditioning System, TECH-ED Publishing Co., 1975, \$2.00.
A Guide to Lane Resurfacing,

TECH-ED Publishing Co., 1976, \$2.00.

Pamphlets listed for TECH-ED Publishing Co., are offered at no charge to regular users of DBA Products Co., Inc.

ABC Pamphlets are available to all Center Managers at time of lane certification or upon request to local ABC representative.

Books:

The Science of Bowling Maintenance/80's, TECH-ED Publishing Co., 1980, \$25.00.

Addresses:

TECH-ED Publishing Company
P.O. Box 4
Deerfield, Illinois 60015
American Bowling Congress
5301 South 76 Street
Greendale, Wisconsin 53129

Bowling center active



Limited menu snack bars, like this operation at Fort Huachuca's Bowling Center, are one important source of revenue.

FORT GORDON, IN—Bill Patterson, Fort Gordon's Bowling Center manager firmly believes his program is essential to post morale. First, said Patterson, bowling is a fun game. It offers competition, physical activity, recreation and relaxation. Second, the bowling center is one of the only things within the military environment that has a civilian equivalent. Third, the center provides a social outlet where soldiers can relax without regard to rank. It offers a snack bar, video games, air conditioning, and music. Unlike other bowling houses, the Fort Gordon center is used primarily for open bowling. Says Patterson: "Most of our money is made on open bowling. Sure, we have some leagues, but for the most part, we like the open bowling concept." The post's large number of trainees supports the open bowling concept. Patterson said he does the strongest snack bar business after 9:00 p.m. Junior enlisted are the center's biggest users. According to Patterson, the bowling center contributes about 40 percent of Fort Gordon's NAF morale support dollar. (Nesbitt)

Adapted from "Bowling centers help keep morale up on post" by Jim Ward, staff writer of the Fort Gordon Public Affairs Office.

Procurement

Currently Army golf activities are not using the leverage of Army-wide requirements in obtaining best possible price. TAGO is exploring the possibility of establishing purchase agreements for consolidated Army-wide requirements. Installation personnel would simply make calls against these contracts and buy cheaper, quicker, and receive quicker.

A \$2.4 million **bowling complex** has opened at the Augsburg military community. The facility was paid for with Army MWR NAF major construction funds.

Points of contact

For Policy matters: DAAG-CMO-P, Alexandria, VA 22331. Bowling point of contact is **Rosemary Lieberman**, (202) 325-0566 or AV 221-0566. Golf point of contact is **Bill Begel**, (202) 325-0702 or AV 221-0702.

For technical assistance: DAAG-CMC, Alexandria, VA 22331, (202) 325-0194.

European Regional Office, ATTN: DAAG-CME, APO NY 09090. Roedelheim Mil. 2304-838. Far East Regional Office, ATTN: DAAG-CMK, APO San Francisco 96301, Yongsan Mil. 293-5571.

Munich center renovated

MUNICH, WEST GERMANY—The bowling center here has reopened after a \$165,000 renovation.

Improvements were an addition that includes an enlarged bar, rest rooms, underlane ball returns, telescopes, bowler/spectator seating and combination ball lockers.

LTC Jack Gimbert, DPCA, said response to the project has been very positive.

Other MWR improvements include an auto crafts shop, outdoor recreation pavilions, and racquet-ball courts.

\$760,000 enlisted club

ANSBACH, WEST GERMANY—Construction is underway for a new enlisted club at Katterbach, West Germany.

According to **CPT James Stephens**, Ansbach area club manager, the \$760,000, 7,800 s.f. facility is critical in filling a void in club services. It provides a club for enlisted members of the Katterbach and Bismark Kasernes and offers cafeteria style food for military and civilians working in the Ansbach military community.

The club has two entrances, one for the cafeteria and one for the enlisted club. The food service operation will have a significant contribution in meeting costs of operating the new club, Stephens said. "We are excited about this club since two essential services will be provided," he added.

The facility design branch of The



Construction continues on new Katterbach enlisted club.

Adjutant General's Club and Community Activities Management Directorate, European Regional Office along with the Corps of Engi-

neers put together a facility that will make excellent use of space, provide efficiency and be aesthetically pleasing, Stephens added.

Munich advances

MUNICH, WEST GERMANY—The Munich morale support division is making a number of improvements to facilities.

A new snack bar has opened in the bowling center with an amusement area. They're planning for renovation of their physical fitness center which will include a fully equipped weight room, three new pre-fab racquetball courts and both a men and women's sauna.

Munich does not have a recreation center but it does have the only USAREUR Leisure Learning Director who programs special adult and family recreational activities.

Munich's ITT will be expanding



Action at New Munich Bowling Center. (Watkins)

and already offers airline ticket purchasing for anywhere in the world. A new outdoor recreation service

center, with many new items, including rubber rafts and windsurfers.

Okinawa MWR on a roll

OKINAWA—Morale support division staff members here have initiated a number of new programs and construction projects aimed at realizing the locally generated income needed for improvement of MWR facilities.

A recreation complex has been developed at Torii Station Beach and will offer windsurfing, sailing, swimming, scuba diving and other water related activities. Beach facilities include a camping area, outdoor

rentals, concession stand, picnic area and boating.

Gymnasium dressing rooms have been renovated along with the gyms weight room and office.

Management increased in inventory of the outdoor rental center, considered the most elaborate rental facility on the island. Van rentals and camping equipment are the most popular items.

Other improvements include purchase of a 26-passenger bus, up-

grading softball fields to include extension of fence and new lighting, construction of a racquetball court, and two multi-athletic courts, renovation of tennis courts and a bowling center.

Kudos to **MAJ Bruce R. Greenfield** (DPCA), **Sandy Sandlin** (MSO), **SSG Jim Worley**, (NCOIC) and the rest of the Okinawa MSO staff for their efforts.

Gazebo boosts pool business



FORT JACKSON, SC—Two views of a new gazebo that opened at the Fort Jackson Officers' Club pool this past summer.

Installation club manager **CPT**



(P) Joseph P. Synovec said that sales have risen from \$300 to \$6,000 per month at the pool from private parties and sales of food and beverages. Other events held at the gaze-

bo are breakfast gatherings and evening pool parties. It also provides adding lounging space for sun worshippers.

ITT test nixed

WASHINGTON—A plan to test AAFES-operated installation information, tour and travel offices has run into opposition from the House Armed Services Committee which was concerned about differences among the Armed Services, lack of uniform policy and loss of income to local MWR operations.

The test would have allowed AAFES to operate these offices with a share of the earnings accruing to post MWR funds.

NCO club hosts "senior" soldiers

FORT MYER, VA—The NCO Club here hosted a group of retired soldiers from the nearby Old Soldiers Home. The young NCOs at Fort Myer hosted their older counterparts to an elaborate Sunday Brunch and fantastic dessert display.

After brunch **SGM Earnest Sands**, Military District of Washington NCO/Enlisted Branch Manager, hosted the old soldiers to an afternoon bingo session and a social affair. Sergeant Major of the Army William G. Bainbridge, Director of Services for the Old Soldier's Home praised Sands, the NCO Club staff and Fort Myer NCOs for their thoughtfulness and generosity.

Red River auto crafts shop



RED RIVER ARMY DEPOT, TX

—A \$120,000 auto crafts shop has opened here. The 5-bay 2,600 s.f. shop was financed with 1982, CMPC DARCOM grant.

Success in OOJ training

WASHINGTON—The Club Management Section, MILPERCEN tips its hat to installation club managers and branch managers who have developed an on-going training program for recent Club Management Course graduates. This program builds team work, increases efficiency and improves morale.

The **Munich Community Club** held its grand re-opening 17 Sep after an extensive renovation. Management was assisted in the project by technical assistance experts from the European Regional Office, Club and Community Activities Management Directorate.

Bright & cheery



New Fort Irwin, Calif. child care center.



BUMPER CAR BUDDIES John David Kinf and Pvt. James Hammer. 600 students from the Redstone Arsenal's 2d Battalion volunteered to escort an equal number of handicapped children and adults at the Northeast Alabama State Fair in Huntsville. Each soldier paired off with a "special person", taking them through rides, exhibits, and entertainment. The soldier and his exceptional person also had a picnic lunch together on the fairgrounds. (Cummins)



Involve families in sports

WASHINGTON—The Army sports program offers many opportunities for military family members to participate in competitive and recreational sports. Family members may participate as observers or players in structured programs such as racquetball, softball, bowling, golf exercise and aerobics classes and many other sports and classes.

Family members may elect to participate in self-directed activities by using the various sports facilities on the installation. The only limitation on family sports are the priorities set forth in AR 28-1 for not displacing soldiers.

ICM jailed

VINT HILL FARMS STATION—Installation Club Manager **CPT Peter Schoener** was jailed recently along with several other post picknickers and charged with participating in the 7th Annual Intelligence and Security Command picnic. Several thousand participated in the event. The club system, Directorate of Community Activities and Services provided food and beverage concessions and activities. The activities included games, station displays, bingo, a 10 K run, exertrail demonstration, square dancers, the US

Army Drill Team/Fife and Drum Corps and softball. Later that night, the NCO/enlisted club threw a Mongolian barbeque for all ranks.

In Munich, **Ms. Burgan**, USAREUR's only Leisure Learning Director programs special adult and family recreational activities. Munich is also boasting a new Outdoor Recreation Center with windsurfers and rafts. The Munich community also has added an amusement area to a bowling center and is planning a new physical fitness center.

Technical assistance: A working relationship

A continuing series on MWR services available at The Adjutant General's Office to support MWR managers.

Business management expertise concentrated at TAGO formerly focused on clubs, hotels and package stores is broadened to encompass the installation MWR program . . . institute management systems and leave management with a blueprint for change.

WASHINGTON—Self-sufficiency, the Installation MWR Fund concept and associated initiatives undertaken by the Army's Morale, Welfare and Recreation Review Committee have altered the scope and form of the technical MWR assistance offered by the The Adjutant General's Office.

The principal change has been an expansion of assistance to a broader range of MWR activities. According to **COL EmRoy H. Gehlsen**, TAGO's Director of Club and Community Activities, the shift in assistance emphasis capitalizes upon the extensive business management background assembled within at his Directorate in Washington and regional offices serving MWR operations.

"Traditionally, the Directorate's expertise has been concentrated on the hospitality management aspects of MWR such as clubs, hotels and package beverage stores," Gehlsen said. "Now, teams will be working with MWR managers in developing a comprehensive management 'package' that examines the revenue generating potential of the installation including more heavy concentration on realizing the revenue generating potential of installation activities such as bowling centers, golf courses, rod and gun clubs, and other revenue producers as well as clubs and package stores."

"We are now in the business of identifying economies and efficiencies as well as ideas for producing revenue for all MWR activities. This involves helping the revenue users use less and aiding the revenue producers in achieving their potential.

This effort is in direct support of the Army's MWR self-sufficiency program that requires the total MWR program will be on self-sustaining basis using authorized appropriated funds and locally generated income."

Teams adapt to MWR program changes

Self-sufficiency became mandatory Oct. 1, the beginning of fiscal year 1984. Many installations had already reached the self-sufficiency posture before this time, particularly installations in the Army's Training and Doctrine Command and Eighth US Army which was virtually all self-sufficient during Fiscal Year 1983. Now, installations will be required to generate their operating funds and money for minor capital expenditures (CPMC).

The self-sufficiency program is aimed at freeing-up the Army's share of Army & Air Force Exchange Service earnings for application to the backlog of needed facility improvements. This program will eventually alleviate many of the built-in inefficiencies involved in running operations in the Army's aging MWR physical plants.

Self-sufficiency also is alleviating many of the inefficiencies in operating the Army's MWR program.

The new program has had a bold affect on the scope of technical assistance. "Now that the central NAF fund subsidies have dried up for all categories of MWR, commanders and managers are more actively seeking help in generating their own capital," Gehlsen said.

"We are receiving more requests for assistance and our recommendations are being more seriously considered."

Self-sufficiency is not the only force driving the new approach to assistance. The Installation MWR Fund came on line in TRADOC during FY 84, a test for later application Army-wide. This concept allows the installation commander to cross level resources to attain the local MWR goals and ease concentration of resources to major CPMC undertakings.

With the new-found freedom of the IMWRF or "single fund" concept, commanders are going to be looking for assistance across the board in their MWR programs. "Commanders are seeking a top-to-bottom look at their total MWR operation and not just one aspect as in the past," Gehlsen said. "It is a waste of time to max revenue generating potential in one operation if you are going to ignore the waste in another operation that is supposed to break even." "Teams have adapted to identifying waste in non-revenue producers as well as potential in the cash cows," Gehlsen added. At one installation visited, teams found more than \$900,000 in annual economies.

Gehlsen explained that the team's mandate is to assist rather than to inspect; to recommend rather than direct. "Our teams roll up their sleeves and get into some detailed areas. They work with the commander and managers not only to identify weak areas, but as much emphasis is placed on solving problems and leaving a program that will continue progress long after the team has departed. This approach is especially important in the Army MWR system where managerial turnover is chronic.

"Our efforts concentrate on instituting management systems that a new manager can identify with, adapt to, and continue to march without missing a step. This in-

cludes standardization, working with employees and line supervisors, and leaving a trip report or "blue-print" for employees and managers to follow long after the teams move on to help other installations."

The MWR Improvement Program has placed another demand on assistance teams: Opening new facilities. "With \$158 million on the boards for construction in 1984 and 1985, the teams have an additional mission in helping management get facilities ready to open to serve the clientele." "Many facilities are getting some pretty sophisticated systems and our teams teach management how to use them." "Also, a facility opening is an excellent time to change bad habits and institute sound management practices. Our teams are there to help."

The United States, European and Far East Regional Offices are already providing comprehensive MWR assistance on behalf of installation and community commanders. Recent team efforts have concentrated in activities other than clubs. The teams concentrate principally on service that is provided to the customer, making recommenda-

tions as to product improvement whether its shoe rental in a bowling center or food service in the enlisted club.

"The underlying philosophy being that if the product exceeds the customers expectations, he will continue to patronize the MWR activity. This assists the team in accomplishing their second mission," that is providing a financial analysis of the programs and providing recommendations, if necessary, to plus up the system. While HQDA funds the technical assistance teams, they exist for the benefit of the installations and communities.

Assistance from the Directorate takes on yet another form. A facility design section is located at each regional office and is available to assist managers in designing layout and decor packages for major renovations and some CPMC projects. This effort provides an alternative to costly interior design and layout costs available from commercial sources.

Facility Designers have also assumed added responsibility. They are performing layout and design, construction review, facility inspec-

tion and pre-occupancy contractor compliance inspections for bowling centers, golf club houses, guest houses and other revenue producing activities. They also perform technical and administrative review during project developmental stages.

They stand ready to provide conceptual layout and design assistance, complete with line drawings of the proposed facility and proposed decor packages, for all types of MWR construction projects, regardless of finding source. Commanders, DPCAs, Installation Business Managers and Installation Club Managers should be aware of the services available.

Requests for technical operations assistance or facility design should be made in writing, through the appropriate MACOM, at least two months in advance of the expected visit date.

HQDA(DAAG-CMC)
Alexandria, VA 22331
AV 221-9826

European Regional Office, TAGO
APO NY 09090

Far East Regional Office, TAGO
APO SF 96301

Lessons learned from team visits

WASHINGTON—During recent MWR technical assistance visits to installations by CCAMD, TAGO, Technical Assistance Teams, several problem areas

were identified that may be common throughout the Army. These common problem areas included:

M.I.S.

Many ICMs/Managers do not maintain adequate day-to-day operating data to control their operation and react to business trends. They claim that the financial statement is adequate for this purpose. Managers **MUST** have day-to-day and accumulated data in order to fully control an operation. The solution seems to be in the maintenance of a good MIS and "Log Book." The log book is simply a series of charts in a loose-leaf binder that track on a daily, weekly or monthly basis data and trends that the manager should be monitoring, such as breakfast sales, lunch sales, dues, bingo income, sales of certain special foods or beverage promotions, etc. Armed with this detailed information, the manager can make timely and appropriate decisions. By the time the manager has the financial statement in hand, it's too late to make operational adjustments.

Marketing programs to the Commander

During the conduct of assistance visits, managers frequently mention "Command interference" in regard to topics such as pricing, operating hours and addition or deletion of certain services/products. In nearly all of these instances, it was found that the Command became "heavily involved" because the manager either made no plans or did not keep the Command informed as to what he planned to do during the upcoming months. Managers should strive to keep their activities "highly visible" in regard to the patrons and concurrently keep the Command informed. Basic marketing of your program should include a monthly or bimonthly update on activities and a short clear briefing on Budgets and Food Costs. Let the Command assist you in their prerogative of managing your activity. The Commander who has confidence in his managers will stay out of his day-to-day business.

Continued

Five year planning

Most installations have completed five year facility improvement plans but to be effective more details are needed. In many instances CPMC budgets were prepared without complete knowledge of associated costs for completing projects.

The five year plan should be developed and fully supported by the CPMC budget; if both plans are developed jointly, with assistance from the engineers, MWR managers will have a clear plan to follow.

Fixed asset accountability

Some installations have not established effective accountability over fixed assets.

If unneeded assets are maintained in storage, money is tied up, space is tied up, assets deteriorate, labor is required to inventory and reconcile. To establish effective accountability, physical inventories must be conducted, assets identified and hand receipts signed down to the user level.

After the physical inventories have been conducted be sure to reconcile results with the property records. For more information refer to AR 230-65, chapter 5 and AR 230-1 for disposition rules.

Assuring good relations with vendors (and correct financial statements)

WASHINGTON—Lost invoices cause errors on financial statements and strained relations with vendors.

A system of checks and balances of internal controls can prevent this.

Vendor invoices must be signed by the person receiving the product or service and one copy forwarded to the central accounting office. This constitutes the receiving report (proof of receipt).

Vendors should be asked to separately bill the fund each month and provide a copy of the signed delivery invoice as proof of delivery. Vendors normally bill by the fifth of the month. Matching monthly vendor invoices with vendor delivery tickets assures all is correct and current. It also assures that all deliveries are charged to the correct accounting month and avoids monthly cost of goods deviations. DPCAs should require a review of procedures for verifying receipt of products and services and flow of receiving reports to the accounting office.

Central accounting officers should require vendors to submit a bill for all deliveries during the past month and provide a copy of all delivery tickets which have been signed by the fund representative verifying receipt.

Budgeting

One of the most important documents that a manager can develop is the Annual Operating Budget. Once approved, the AOB determines the level of staffing available, programs that can be implemented and sources of funds. To be effective, however, managers must use the AOB to determine problem areas.

When significant variances from budgeted goals develop, managers must then identify the problem and take corrective action.

An additional use of the AOB is to identify locally generated income that can be applied toward CPMC requirements or saved to be used for major construction.

Cash controls

MWR technical assistance teams from TAGO's Club and Community Activities Management Directorate find there is room for improvement in controls exercised over in MWR activities.

They recommend the following:

- Each cash transfer must be documented.
- Cash register operations must be controlled.
- Sales totals must be compared to cash received (including charge tickets and checks).
- Closing cash register readings must be recorded to DA Forms 4082. Register must record cumulative readings and not allow cumulative readings to be eliminated (zeroed out).
- Beginning cash register readings should be recorded on the DA Form 4082. The beginning cash register

reading should be the same as the ending cash register reading the last time that the cash register was used.

- Bank deposits must be made as soon as possible. Otherwise, cash control suffers.

- Cash register keys must be strictly controlled and access restricted to authorized individuals.

Commanders are encouraged to have their Internal Review staff review cash and cash register controls in each of the MWR activities to identify areas where cash controls are weak. Some suggested techniques:

- Require cash deposit to be telephonically reported to the ICM office at close of business daily. (A telephone answering unit meets this purpose well.)
- Require comparison of daily reported cash deposit to verification at date of deposit by the bank (CAO should be tasked to provide this

data).

- Require opening cash register reading to be on the Daily Cashier Record (DA Form 4082) and periodically compare closing and opening readings when the cash register is again used.

- Require each cash transfer to be signed for and all corrections to DA Form 4082 to be legibly made and properly initialed.

- Require surprise cash counts of the cash in the safe. Also, require managers to conduct surprise cash counts during operating periods. This can be done by reading the cash register, identifying the cash that should be in the cash register, comparing the actual cash to what sales show should be in the cash register in addition to the change fund (sales since starting the period), and comparing the actual cash to what sales show should be in the cash register.

Fort Sill DPCA reaches out with solid community relations package

by Captain Anton P. Larson

FORT SILL, OK—Community relations are important to any military installation. One way that Fort Sill has found to improve those relations with the neighboring City of Lawton is through the Lawton/Fort Sill Community Co-Op Program. It is a program that affiliates military units from Fort Sill with companies and organizations from the local civilian community.

The program was begun in August of 1980 to help maintain and improve the bonds between the two communities. The military and civilian affiliates participate together in sporting and social events, and are involved in numerous public service projects, both at Fort Sill and in Lawton. "Involvement in the program is entirely voluntary and the amount of involvement between the members of an affiliation is determined by the unit and its civilian Co-Op partner."

MWR facility improvements result

In the short history of the program, a number of community service projects have been accomplished by Co-Op members. Among these are the renovations of the Lawton Armed Services YMCA and the Fort Sill Child Development Center, and the annual sponsoring of the Southwest Oklahoma Special Olympics. An on-going project of the US Army Field Artillery Board and their civilian affiliate is helping elderly shut-ins who are confined to their homes and unable to do normal household repairs. Most of these senior citizens have no other family in the area and are living on very low incomes. The two Co-Op partners have helped many people in the community and continue to assist when needed.

Stresses one-on-one interaction

The 44 military and 57 civilian members of the Lawton/Fort Sill Co-Op Program participate in only



Loads of debris and heavy mowing jobs are more than many senior citizens can cope with. Members of the Lawton/Fort Sill Co-Op Program help clean out a yard.

a few community-wide activities each year. The emphasis of the program is more on the one-on-one, unit to Chamber of Commerce member, level. This way the soldiers and employees of the affiliates become more involved and communications between the two communities is increased to include more people than just the unit commanders and the downtown store managers. The overall goals of the program are to get as many people involved as possible and to increase the amount of communications and understanding between Lawton and Fort Sill.

Co-Op appreciation day

In addition to golf, tennis, and softball tournaments, Co-Op members are involved in two other community-wide activities—the buffalo burger cookout and Co-Op Appreciation Day. The buffalo burger cookout is hosted by the civilian members of the program for the young enlisted soldiers and their families. The buffalo comes from the annual Wichita Mountains Wildlife Refuge Auction and was the main course for over 600 Co-Op members last year.

Co-Op Appreciation Day is an event sponsored by units at Fort Sill

to thank the civilian affiliates for their support of the program. At this year's Appreciation Day over 150 civilian Co-Op members toured various facilities at Fort Sill, saw an armor, infantry and artillery live fire exercise conducted by the US Army Field Artillery School, and ate lunch with soldiers in a training battalion dining facility.

The Deputy Installation Commander directly supervises the Co-Op Program at Fort Sill. The Quality of Life Division of DPCA coordinates all activities and serves as the liaison between Fort Sill and the Lawton Chamber of Commerce. The Chamber of Commerce has a Co-Op Executive Committee that administers the program. The committee, comprised of 10 civilian and 5 military Co-Op members, plans and organizes the community wide Co-Op activities.

The Co-Op Program in the Lawton/Fort Sill community has done a great deal to improve communications and help people to understand one another. For more information on the program, contact the Quality of Life Division at Fort Sill. The address is: Headquarters, US Army Field Artillery Center and Fort Sill, ATTN: ATZR-PQA, Fort Sill, Oklahoma 73503. AV 639-1121

Personnel

MWR program business manager

WASHINGTON—An outline of the proposed installation MWR Program Business Manager's duties and an outline of the qualifications for this position will soon be fielded.

The concept for this position was approved at the June MWR Review Committee Meeting. Since then, comments have been received from Major commands and incorporated into the program.

The outline of duties says the manager manages and directs all business aspects of the installation MWR program; manages the installation NAF fund(s), that is, i.e., cash and asset management; and directs, through a subordinate staff all activities relating to the programing, operations, financial management, general and office management, and logistical support of MWR activities under the purview of the DPCA. The position also requires development and execution of a comprehensive marketing plan for each MWR activity; provision of centralized procurement, warehousing, and distribution to all MWR activities; MWR activity establishment, expansion and disestablishment; and administrative and personnel management responsibilities.

Officials at The Adjutant General's office responsible for developing the job scope and standards said the position is intended to "inject a new and vitally needed business-like

Advanced NCO Course is step toward SGM

WASHINGTON—The Club Management Section, MILPERCEN is concerned about a number of deferment requests received for MOS OOH who are selected to attend the Advanced NCO Courses at Fort Ben Harrison. Delay or nonattendance can adversely impact on the service member's career progression, i.e., nonselection for the Executive Club Management Course or other schools along with selection for special assignment that require completion of ANCOES. Installation club managers should consider the OOH's career before requesting operational deferments.

perspective into the decision processes associated with MWR activities." It is also designed to provide a single point for policy decisions and policy implementation."

They do recognize, however, that the business manager might be more of an advisor at some installations and suggest adjustment of job standards if this is the case. The placement of the position at the installation is left to the discretion of the DPCA.

Officials recommend the position be UA-series to provide for career advancement of NAF managers but it may be GS if the commander sees fit. If the installation must fill the position with military or civil service people, it could be converted to NAF when a vacancy occurs.

A minimum grade of UA-11 has been proposed. However, the grade determination depends on the scope of operations at the installation.

Recruitment and referral of this position will be managed by the DPCA Support Directorate, MWR Personnel Division and will be evaluated by CIVPERCEN (PECC-NAF) to determine whether job descriptions, qualifications, and job grading standards should be developed.

More details are forthcoming via Department of the Army letter.

ANCOES OOHs

FORT HARRISON, IN—The following attended the Advanced Non-commissioned Officers' Course Number 5-71-C42, Class 26, 25 September through 1 November 1983:

SFC Howard G. Aden, Bayonne Terminal
SSG Cedric W. Alexis, Ft. Monroe
SFC Richard J. Ammerman, Tobyhanna Army Depot
SFC Paul M. Bailey, Ft. Richardson
SSG Delbert R. Brown, Ft. Polk
SFC William L. Brubaker, Fulda
SFC Michael A. Bumgardner, Garmisch
SFC Lorenzo F. Cantu, Ft. Rucker
SFC John E. Cloud, Vint Hill Farms Stn.
SFC Francis T. Cook Jr., RCPAC, St. Louis
SFC Dewey E. Cooke Jr., 6th Log Stuttgart
SFC Frisco R. Delrosario, Presidio of SF
SFC Daniel D. Hanks, Ft. Carson
SSG Kenneth M. Hennebury, 7th ATC
SSG Willie Mitchell, Ft. Ord
SFC Richard G. Pate, Ft. Knox
SFC Johnny Payne, Ft. Greely

Pursue reclassification

WASHINGTON—Provisions governing both voluntary and involuntary reclassification are outlined in paragraphs 7-61a and b, Table 7-8, AR 614-200. Either reclassification action has a long term affect on the soldier's career and therefore should receive the careful attention of the installation or area club manager and the soldier's supervisor.

In all cases, the installation club manager is required to provide the commander with a recommendation on the proposed action. Documented counseling sessions and other substantiating documents should be attached to the recommendation. Prior to forwarding the request, the unit commander must counsel the soldier on the proposed action in accordance with AR 600-37. The commander then forwards the action through channels for approval or disapproval by HQDA. Pending finalization, the commander may return the soldier to his current duties or direct other duties.

Often, the action is not completed and the soldier departs for a new assignment. The proposed action is filed away and nothing happens. The soldier perceives the PCS as a new opportunity to reevaluate himself and improve on his past performance at his new location. The gaining activity inquires the former supervisor. The whole case is discussed unofficially and the unfinished action is provided to the gaining activity.

The result is destruction of the soldier's incentive to rehabilitate himself, biased action and the field may be stuck with an unqualified manager.

SSG Vernon S. Prince, Jr., Zweibruecken
SFC Julito O. Rabara, Heilbronn
SSG Terrance D. Raulerson, Ft. Gordon
SFC Evon W. Russell, Ft. Harrison
SFC Kevin P. Savoy, Mannheim
SFC Alvaro Schollianos-Cruz, Ft. Buchanan
SFC David S. Sprouts, West Point
SFC Joe L. Thomas, Ft. Carson
SFC Kenneth E. Wilson, White House
SSG Patricia G. Wise, Tacomb
SFC William Barrow, Dugway
SFC Robert Beaver, Ft. Irwin
SSG Edward Broder, Hawaii
SSG Rick R. Clark, Ft. Gordon
SSG Tony B. Cooper, Ft. Lee
SSG Clarence W. Coskrey, Korea
SSG Alphonso Felton Jr., Ft. Stewart
SFC Ronnie L. Saylor, Japan

OOJ stripes for skills program

WASHINGTON—The Army has started a program to include MOS OOJ, Enlisted Club Manager, in the Civilian Acquired Skill Program as a two-year test beginning Sept. 1.

Program needed

The Enlisted Club Management Career Program, MOS OOJ, is currently at 93 percent strength and projected to drop to 89 percent within the next 18 months. Grade E6 forms the base of the career program structure and it is currently at 60 percent strength, according to **SGM Harold Robinett**, TAGO Sergeant Major.

Applications for entry into the career program have declined 20 percent over each of the past 2 years and the acceptance rate has been on a similar decline. Factors contributing to the decline include the denial of branch clearance from current career field, failure to meet prerequisites, and unfavorable background checks, he said.

Military clubs are to be self-sufficient by FY85 and qualified managers capable of operating Army clubs with professional business practices will be essential. Current personnel programs will not develop a sufficient number of these types of managers. Recurring personnel shortages, an aging work force, lack of business experience, and the decline in qualified applicants indicates a need to develop an innovative and aggressive approach to rebuild the Enlisted Club Management Career Program.

An ideal and unrestricted resource that would bring in talented youths with new business ideas to the sagging career program is the enlistment of college graduates with degrees in hotel and restaurant management under the Army Civilian Acquired Skill Program (ACASP). Surveys have been conducted with several universities and the response has been very supportive.

How it works

Under this test, college graduates with a baccalaureate degree in hotel and restaurant management may enlist for the enlisted club management career program (MOS OOJ)

for four years. Use of the ACASP will eliminate the need for current reclassification procedures and thereby halt the movement of E6 enlisted personnel from other short or sensitive MOSs to the club management field.

The enlistee will enter active duty as an E3, be promoted to E4 upon successful completion of basic training, and be promoted to E6 upon the 181st day of active duty. Enlistees who do not meet all qualifications will be separated from service unless they sign a waiver to remain on active duty in their current grade and subject themselves to another assignment as determined by the needs of the Army.

Recruiting will be facilitated by a team from The Adjutant General's Office (TAGO) to provide information concerning job requirements and expectations. The local recruiter will insure applicants are fully qualified for enlistment and process the necessary administration to enlist the student into the delayed entry program (DEP) and subsequently enlistment to action duty.

Minimum MOS enlistment prerequisites are:

- baccalaureate degree in hotel and restaurant management.
- minimum GT score of 110.
- history of personal integrity conducive to occupying a position of trust and confidence, and have no record of conviction for any crime that involves moral turpitude.
- favorable security investigation (ENTNAC or higher) completed prior to award of MOS.
- no record of unfavorable background or other derogatory information or evidence which reflects unfavorably on the character, integrity, trustworthiness, and reliability of the individual.

Requests will not be considered for waiver of prerequisites pertaining to favorable security investigation or record of conviction for any crime that involves moral turpitude. Requests for waiver of other criteria or eligibility requirements will be directed to HQDA, DAAG-ZSM, Alexandria, VA 22331.

Upon completion of basic training, soldiers will be assigned to Fort Benjamin Harrison, IN, to attend

four weeks of training at the Club Management School. Each soldier will be required to complete an additional eight weeks of on-the-job experience at the Club Management School prior to award of MOS OOJ and accelerated promotion to E6.

Primary Leadership Course (PLC) or Primary Leadership Development Course (PLDC) is a mandatory requirement upon assignment to first duty station and commander will program soldier to attend training prior to completion of one year service.

Club course seeks feedback

WASHINGTON—**MAJ Rick Mazzetti**, Basic Club Management Course Director, is seeking feedback from graduates. He is interested in knowing what problems and successes the graduates are experiencing and in opinions on the quality of graduates. Your contributions can improve the course of instruction. Write: Course Director, Club Management Course, Building 101, Fort Harrison, IN 46216.

Sign those EERs

WASHINGTON—The Club Management Section, MILPERCEN continues to receive EERs that have not been signed by the rated soldier. In most cases, the soldier has departed the command on a permanent change of station. Anyone scheduled for PCS should ensure that an EER is rendered, reviewed, signed and dated by the rated soldier.

OOJ grade authorizations

WASHINGTON—Enlisted grade authorizations for MOS OOJ can be changed based on the gross revenue of the club annex. Installation club managers should check the Standards of Grade Authorization in AR 611-201 and assist soldiers in their career progression. Submit requests for grade changes through the major command to HQDA(DAPE-MBA). Identify at a minimum, the gross monthly revenue for a 12-month period.

Continued

Assignments

SSG John M. Tomko Ft. Lewis
Nov 83
SSG Sharon Reynolds Germany
Nov 83
SP5(P) Jose Perez-Rodriguez Germany
Nov 83
SSG Richard Hanrahan Germany
Nov 83
SSG(P) John E. Scott Ft. Lewis
Dec 83
SFC Rosalind Ware Germany
Dec 83
SFC Lawrence Jackson Germany
Jan 84
SSG(P) Nathan Choates Germany
Mar 84
SP5 Clarence Ward Germany
Mar 84
SFC Roy Pridemore Germany
Mar 84
SP5(P) Richard Peppas Germany
Mar 84
SSG William Davis Germany
Apr 84
SSG Charles J. Lowe Germany
Apr 84
SSG Herbert Koene-man Germany
Apr 84
SSG John W. Willis Germany
Apr 84
SSG Jimmy Williams Germany
Apr 84
SP5(P) Patrick W. King Germany
Apr 84
SP5(P) Dwight Fields Germany
Jun 84
SSG(P) Robert T. Rosy Germany
Jul 84
SP5(P) Johnny Merrell Germany
Jul 84
SSG Donald Richardson Germany
Aug 84

REASSIGNMENTS

SFC Herman Wagner Ft. Sheridan
Nov 83
SSG Edward Broder Hawaii
Nov 83
SSG(P) Tony Cooper Ft. Lee
Nov 83
SFC Charlie Martin Ft. Ritchie
Nov 83
SSG Douglas Hermann Ft. Monmouth
Dec 83
SFC William Barrow Dugway Proving
Grounds
Dec 83
SSG(P) Steven Meek White Sands Missile
Range
Dec 83
SFC(P) Florencio Martinez Ft. Lee
Dec 83
SFC Michael Selleck Ft. Harrison
Dec 83
SP5 Johnnie Ruffin Sierra AD
Dec 83
SFC Walter Morgan Germany
Dec 83
SFC Ernest Files Korea
Jan 84

MSG James McNichols Ft. Gordon
Jan 84
SFC Charles Brown TJAG
Jan 84
SFC Albert Ray Ft. Ritchie
Jan 84
MSG Wilson Pauldin Ft. Bragg
Jan 84
SSG B C Camp Seneca AD
Jan 84
SFC John Bligh Korea
Jan 84
SFC Charles Wayne Korea
Jan 84
SSG Craig Hamm Germany
Jan 84
SSG Loretta Tillman MDW
Feb 84
MSG James Webb Ft. Knox
Feb 84
SSG Barbara Tysinger Ft. Polk
Mar 84
SFC Willie Pasley Ft. Carson
Mar 84
SSG Felix Burgos Granite City
Mar 84
SFC Gilbert Barbeau Ft. Lewis
Mar 84
SFC William Brookstein Ft. Belvoir
Mar 84
SSG Otis Maul Natick Labs
Mar 84
SSG Larry Moore Ft. Hood
Mar 84
SSG Warren Stewart Ft. Bliss
Mar 84
SFC Daniel Driscoll Rock Island
Mar 84
SSG Howard Calvin Aberdeen Proving
Grounds
Mar 84
SFC Jerry Watson Korea
Mar 84
MSG Robert Langford Germany
Mar 84
MSG John Miller Germany
Mar 84
SFC Cyrus Westbrook Germany
Mar 84
MSG James Tillman Ft. Jackson
Apr 84
SSG Phillip Harris Red River AD
Apr 84
SFC John Burgess Tooele AD
Apr 84
SFC Edward Whitlow Korea
Apr 84
MSG Donald Davis Germany
Apr 84
SFC John Eames Germany
Apr 84
SFC James Prosper Korea
May 84
SFC Warren Hairston Germany
May 84
SFC Arvil Jones Germany
May 84
SSG Jaleen Martinez Germany
May 84
SFC Paul Goodwin Germany
May 84
SSG Rickey Johnson Germany
May 84
SFC Richard Pate Germany
May 84
SFC Gerard Spaeth Alaska
Jun 84

SSG Harriet Humphries Germany
Jun 84
SSG Willie Mitchell Germany
Jun 84
SFC Leonard Farano Germany
Jun 84
SSG James Douglas Germany
Jul 84
SFC James Glesmann Germany
Jul 84
SFC Vincent Mitchell Germany
Jul 84

Officer Reassignments

MAJ Donald Kentworthy Ft. Leavenworth
Jan 84
CPT Vincent Corona Ft. Devens
Jan 84
ILT Charles Hodges Germany
Feb 84
CPT Keith Costello Ft. Drum
Feb 84
CPT Grant Dewey Ft. Jackson
Mar 84
CPT Darry Echols Germany
Mar 84
CPT(P) Dave Survine Ft. Eustis
Apr 84
2LT Jerald McGill Germany
Apr 84
CPT Gary Storm Germany
Apr 84

Warrant Officer Reassignments

CW3 Herbert Peterson Ft. Sam Houston
Jan 84
CW3 Steven Lydon Ft. Meade
Jan 84
CW2(P) James Glover Germany
Feb 84
CW2 Ray Hull Germany
Feb 84
WO1 Ronald Steere Ft. Benning
Feb 84

Selected for LTC

Alfred Bender Ft. Lee
Donald Buckles Ft. Leonard Wood
William Ginac Ft. Stewart
Thomas Lee Ft. Polk
Arpad Szurgyi Pentagon, Wash
William Thomas Mannheim Germany

OOJ stabilization

WASHINGTON—The Club Management MOS OOJ has been identified as having rotation base problems and will be protected from civilianization and the position must be retained on the MACOM TDA Structure. This results from HQDA Letter 5-70-83-1, subject: Manpower Policy to Assist in Stabilization of the Rotation Base, 7 Sep 83. The letter expires 7 Sep 85 and applies to CONUS and Hawaii.

Club & MSA cooperate to promote MWR in Italy

CAMP DARBY, ITALY—Morale support activities here are experiencing a boom of sorts in new programs and construction.

Management reports increased cooperation between clubs and morale support activities to get the programs off the ground.

A "Darby Q" recently opened and is owned by the morale support activities. But, it is contracted to the club for daily operations. Net income is split between the club and the MSA. MSA furnishes the equipment, advertising and "extraordinary" assistance but the club runs the food operation.

Another area requiring close coordination is the beach operation,

according to MWR officials. Here, the MSA often provides entertainment for evening beach parties while the club provides food service. In return for volunteer lifeguard coverage during these events, the club provides a meal for lifeguards. Though MSA gets no monetary remuneration from this, the program does not cost as much if they provided the food.

A third area of cooperation is the ballroom of the club. Whenever the MSA needs a large inside area for a program, the club lets MSA use the ballroom. MSA gains the space and the club makes additional money on the dinners that would not otherwise have been served.

Cash management is especially difficult at Camp Darby where MWR business is largely seasonal as visitors from other military posts in Europe travel to Italy during summer vacations. Management emphasizes careful management of finances to ensure adequate money in the slow months.

Moves out on construction

A number of construction projects have been completed or are underway here. Renovation to an arts & crafts and recreation center was completed in June 1983. The 24-room Sea Pines Lodge opened Nov. 1.



Activities at Camp Darby, clockwise from upper left: MSA owned and club operated Darby Q; new 24-room Sea Pines Lodge, ceramics arts & crafts; skating rink at the Riviera Recreation Center.

Ritchie youth center

FORT RITCHIE, MD—The grand opening of the Fort Ritchie Youth Activities Center was held Oct. 24. The center is well situated between housing areas on post.

Fort Sill's MSO holds seven dinner theater productions each year with 14 shows each. Tickets are \$5.50 and \$1.25 goes to MSA and \$4.25 to the club that is catering the theater.

"Garden of Eatin'" has opened at Fort Hood DPCA LTC Johnson reports. The AAFES-operated facility features frozen yogurt, assorted fruits and nuts, turkey and beef franks, gourmet popcorn and natural whipped soft drinks.

Wide slate of events wins

Club staff a well earned tribute from membership

CAMERON STATION, VA—Chef **Ted McNeil** receives an award from Military District of Washington Installation Club Manager **COL Vincent Land** as manager **CWO Tom Kiefer** observes. Assistant manager **SSG Jim Ayers** also received a certificate of appreciation from Cameron Station Commander **COL Richard O'Neill**. Cameron Station, located in Northern Virginia is a central procurement hub for Department of Defense along with a number of other vital tenant missions.

The presentation was made in conjunction with a sumptuous culinary display featuring a Maryland Style Crabfeast which was offered for membership delight. The decorative elegant food display offered, Spiced Chesapeake Bay Blue Crabs, shrimp salad, top round succulent beef, corn on the cob, baked beans, a festive salad bar with hot home made bread complimented with a variety of imported cheese and delicacies.

For dessert Kiefer personally flambeed Rudesheimer Coffee for club patrons. The coffee was served in the original porcelain Rudesheimer cups and saucers imported from Germany. The coffee included cube sugar, Cognac, and a generous topping of whip cream and flakes of chocolate chips. Other desserts served for patrons enjoyment were German Black Forest Cake, German Cheese Cake, Lemon Chip White Cake, and Buttercream Cake. The dining room was decorated with a sea wharf and beach setting also SSG Jim Ayers prepared a mermaid ice carving. Upon completion of this festive evening the club Membership presented Club Management with laudable applause which was complimented with a standing ovation by club members.

According to Kiefer, the Club specializes in Seafood Buffets which are offered for the membership each Thursday evening. Regional seafood specialties have proven to be most popular. The nearby Chesapeake Bay and Atlantic Ocean make the Washington area an ideal place to shop for fresh fish. The

Eastern Shore and rural Maryland and Virginia keep the local fish markets well stocked.

The club members response to seafood nights featuring fresh fish has been overwhelming. Chef McNeill said that some of the delicacies he offers each Thursday are Maryland Style Crab Feasts, Seafood extravaganza Bonanza, Large Maryland and Virginia Crab, Fresh Shrimp-A-Peel and Surf & Turf served as King Crab and Filet Mignon. The weekly festivities usually include hot Homemade Bread and a variety Cheese Bar, Seafood Salad Bar complete with complimentary draft beer.

Each week the menu changes, some of the items offered next month are Crabett Cakes, Salmon Deluxe Cakes, Gulf Fried Shrimp, Shrimp Creole, Cat Fish, Broiled Haddock, Rockfish and Spiced Shrimps (hot & cold). The weekly specials are advertised in the membership club calendar which is mailed to each member once a month. At Cameron Station Officers' Club the management philosophy is that the member is always right and membership suggestions are always welcome.

According to the club manager, the success to running a successful club is to get as many good ideas as you can from the members and implement them & get your membership to participate. The club members have been good supporters here and there have been occasions when the club was short on help and the club members pitched in and assisted with special club activities. Club

manager Tom Kiefer said, "There is no substitute for membership participation". "I have found that the members have an abundance of good ideas". "It is up to management to implement and follow through on the ideas". Recent innovations which have been accomplished as a result of membership ideas were a complete refurbishment of the decor in the club, specialty food and beverage nights such as the forthcoming Oktoberfest.

Other innovations have been vendor promotion nights with membership door prizes and Wednesday night bingo activity. The Cameron Station Officers' Club also specializes in a large catering business with a full range of service for weddings, birthdays and other ceremonial events. On duty for the club members convenience from 0800-1630, Mon thru Fri, is Ms. Patty Howard (social secretary) who is fully dedicated to assisting members in planning their parties. In addition, the club features live piano music in the Cocktail Lounge, Mon thru Thurs, and live talented variety bands on Friday nights from 1900 until 2400 hrs.

Business in the club has been so good that a large tent was installed in front of the club in order to facilitate lunch service for the member and provide a larger variety of food and beverage. The big sellers in the tent are Bar B Q and ice cold lemonade. This club offers something for a variety of tastes of the club members and the results have been maximum participation with a high satisfaction level.



Fun & Fitness low cal recipe

MEXICAN EMPANADAS

Picadillo filling: 6 servings
1 tbsp (15 ml) Vegetable oil
½ lb (230 g) Beef, chuck, ground
¼ cup (34 g) Green peper, washed, seeded, minced
¼ cup (34 g) Onion, peeled, washed, minced
1 Garlic clove, peeled, minced
¼ cup (41 g) Tomato, washed, chopped
½ tsp Cloves, ground
pinch Cayenne pepper
¼ tsp. (1 g) Salt
1 tbsp (10 g) Pimiento-stuffed olives, drained, chopped
1 tbsp (10 g) Raisins, dark, soaked
1 tsp (5 ml) Vinegar
6 Puff pastry, 5-inch squares

Brown beef in oil, over medium heat, for about 3 minutes. Drain excess fat. Add remaining ingredients to beef. Cook over low heat 10 minutes. Note: Makes 1 ½ cups fillings. Place ¼ cup filling in center of each pastry square. Fold over into triangle. Crimp edges to seal. Bake at 425° (220°C) 15 minutes or until brown. Garnish with red and green pepper rings and chili peppers. Serve with taco sauce.

170 Calories

228 mg. sodium

29 mg. cholesterol

Food trends

WASHINGTON—\$3-\$5 check fast-food-upscale hybrids find profit niche. "Some of the best new restaurant chains that are developing now are in the \$3-\$5 market.

The more upscale chicken places are in good position. The competition is increasing, but the market is expanding quite nicely," said Michael Culp, C.F.A., V.P. Senior Restaurant Analyst for Prudential-Bache. "What I see going on in society in general, is an upscaling on the part of consumers, where they are willing to spend more money if they get good quality."

The fast food chains have already begun to upscale by sprucing up their restaurants, making them aesthetically more pleasing—a lot of the plastic swivel chairs and fake formica top tables are gone when you walk into fast food restaurants now."

½ of post's people at Oktoberfest

VINT HILL FARMS STATION, VA—The first annual Oktoberfest at Vint Hill Farms Station was held Oct. 14 on the lawn of the post Officers' Club.

Approximately 500 soldiers and civilians, close to half the population of the post, attended the festival. It all got underway at 4 p.m. with traditional German music by the Edelweiss Band of Maryland. A huge blue and white striped tent that spread its awning over a score or more of tables, served as the center of attention and popular gathering place of the fest. Wurst, brotchen, roasted chicken, potato salad were some of the several items on the menu. The Officers' Wives Club and the NCO Wives Club did a brisk business from behind a hot, soft pretzel and pastry stand. The food was washed down with soft drinks and a tested, but, as it turned out, inexhaustable supply of beer.

At one end of the tent, a jail cell sponsored by the Military Ball Committee, kept prisoners of one's choice behind bars for a donation. The jail quickly became crowded and stayed packed most of the evening.

The Morale Support Activities sold t-shirts, hats and beer mugs emblazoned with decorative logo of the festival.

The celebration of Friday night spilled over into the weekend as survivors of the party went on a volk-march Saturday through the rolling hills of the antenna field and around the installation. A Kinderfest on the post parade field enlivened the afternoon. Relay races, an egg toss, a softball throw, a tricycle relay, and other games provided entertainment for a small army of children.

"Everybody made a lot of friends here," said **Cpt. Peter A. Schoener**, installation club manager and organizer of the occasion.

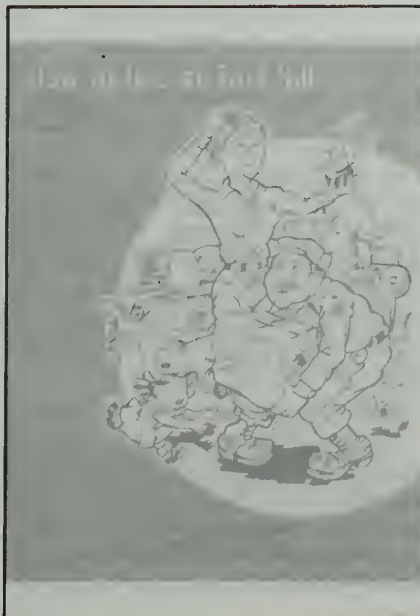
"We brought a lot of people together. It was 100 per cent successful," Schoener reported.

Oktoberfest began on October 17, 1810, in celebration of the wedding of Crown Prince Ludwig (Louis) 1 to Princess Therese of Saxe-Hildburghausen.

Louis I, a fair, moderate monarch of Bavaria, is chiefly remembered for his zeal and dedication to the arts and devotion to Munich.

Munich is the home, so to speak, of Oktoberfest. The largest, most extravagant beer festival in the world takes place there. It lasts 16 days and is visited by a million people who devour several oxen, tons of fish, 800,000 sausages and drain a million gallons of beer.

Facts of life



FORT SILL, VA—How to live at Fort Sill (and have fun doing it!), a booklet prepared by Fort Sill Army Community Service, tells newcomers and oldtimers alike about community activities including morale support activities, clubs, housing, commissary, PX and even duds and tornadoes. An informative book—and an excellent marketing tool for Fort Sill programs.

What's happening in MWR??

The Risk Management Program is **insuring NAF computer hardware and software** under a commercial policy. Contact Mr. Harris, AV 221-9480.

23 camera-ready **promotional flyer layouts** have been sent to club managers for the most popular events. 8½ x 11" format. Contact DAAG-CM, AV 221-0703.

Karlsruhe officers' and NCO/enlisted clubs have been dissolved and restructured into the **Karlsruhe Community Area Club System**.

Have you seen? DAAG-DP message DTG 191500Zm Subj: **Payment for Sports Officiating with Appropriated funds**. It was sent to major commands to clarify the policy, ensure legal compliance and discuss appropriated fund reimbursement opportunities and limitations.

The Fort Bragg Morale support division holds a **monthly flea market**. 11 x 25 spaces rent for \$5 in advance and \$7 on the day of the event. The program eliminates troublesome yard sales, draws a large crowd and about 60 vendors. A concession stand adds revenue. Held Sundays 1:00 to 6:00 p.m. and inside a gym during the winter.

West Point club managers are moving out with renovations. \$25,000 was spent renovating the Stewart Army Subpost officer's club with TAGO designer help. Stewart's NCO club was upscaled with self-help. A disco has been built in the West Point NCO club basement and a \$185,000 renovation to the main officers' club has been completed with assistance from **Craig Carlisle**, a TAGO interior designer.

A contract has been awarded the firm of Pannell, Kerr & Forster for a comprehensive management review of the Armed Forces Recreation Center, Europe. The experts will look at hotels, food and beverage, outdoor recreation, policies, pricing, accounting, and efficiency.

All MWR pays for negligence under the self-insured Risk Management Program. \$158,000 was paid to a customer who sued a club for \$750,000 after being burned during preparation of a flaming dessert.

Fort McClellan almost recovered its \$3,100 investment in 10 mopeds within one month of operation. The go-kart staff rents them out with no labor cost increase. The move increased profit from go-kart operations from 15.6 percent of revenue to 44.3 percent.

Giessen's "Renaissance Faire" won top honors in the European Recreation Society's "LIFE. BE IN IT." Program Grant Award Contest. \$1,000 was awarded the Giessen Morale Support Fund. Mannheim's "**Recreation Faire**" took second place honors. Entries were judged on innovation, organization, presentation, management, patron response and notebook entry. The awards were presented at the European Recreation Society Conference.

Copies of a **Fun, Food & Fitness** Pamphlet have been sent to MWR managers. The publication promotes nutritional and low calorie foods in Army MWR activities. It is designed to support the Army's emphasis on physical fitness. Copies may be obtained from DAAG-CM.

10,000 participated in a volkmarch at Fort Sill, Okla. Asst. DPCA, LTC Dennis Ward said revenue from the 10, 20, and 42 kilometer event and a 6-day carnival (netting \$28,000) will go toward a \$2 million plan to renovate Fort Sill MWR facilities.

Over 200 attended the European Recreation Society meeting Oct. 30-Nov. 4 in Oberhambach, West Germany. There were speakers on a wide range of subjects including with emphasis on physical fitness instruction.

A review of an installation's **meat purchases** by TAGO NAF contracting found *boxed beef upgraded, no specifications* in use for meat purchased, *quotes for 50-60 items being taken each week from 5 or 6 vendors* although only 20 different items used. *Some solutions:* use specifications of TAGO meat program, base weekly quotes on specs, solicit 3 sources and bounce against TAGO meat purchasing program.

Generic cigarettes have been accepted by the military customer since introduced in December. AAFES generic cigarettes have averaged 1.81% of total AAFES CONUS cigarette sales, compared to a .9% market share in the civilian sector. Regular and menthol filter kings sell for \$5.20 per carton versus \$7.10 per carton for branded cigarettes and regular 100s for \$5.40 per carton versus \$7.30.

Suggestions for *reducing illnesses in child care centers* can be found in the Child Care Information Exchange, March/April 1983 and Young Children, March/April 1983. The most important safeguard—avoid overcrowding, washing hands after diaper changes and before feeding children, adequate child/staff ratios, avoid mixing age groups where possible.

Family publications

Quarters Family Day Care Program — MAJ Bacon, AFZW-CA-ACS, Bldg 3010, Fort Ord, CA 93941, AV 929-3903; *Training Package #107 for Sensitive Response to Victims of Rape and Spouse Abuse*, ATZN-MP-D, Fort McClellan, AL 36205; *Fort Benning Battered Wives Shelter Program*, Ms. Behrend, ACS, Bldg 229, Fort Benning, GA 31905; *Family Assistance Program*, Ms. Boettcher, ACS Center, Bldg 1526, Fort Carson, CO 80913, AV 691-4884; *Deployment Guide for Families*, ACS Center, AFZP-PAS, Fort Stewart, GA 31313, AV 870-3700; *Employment Resource Center*, ACS, ATZN-PA-SA, Bldg 37, Fort Riley, KS 66442, AV 856-3940.

The services have been criticized by The Congress, OSD, and the public for inefficiency in base operations support. The Vice Chief of Staff, Army has directed establishment of a special **Installation Management** Steering Committee. The Comptroller of the Army is the chairman with membership from selected Army staff members. The group is expected to look at prototypes, standardization, efficiencies, and intra/inter service support agreements.

Tip allocating and reporting procedures do not apply overseas. So, Army food and beverage operations outside the 50 states may stop gathering and reporting information for tip allocation purposes.

An Army Morale **Support Activities Directory** has been distributed. It includes names, phone numbers, and addresses. Contact AV 221-9710 to get a copy.

Fort Gordon has established a **revenue support branch** to manage morale support money-makers . . . includes outdoor equipment rental, lake cottages, go-carts, skeet, T-shirts, mugs, catering/beer cubes and keg beer.

The Army's Risk Management Insurance Program has reduced open cargo insurance rates for third straight year. New rates effective 1 Oct 83 are \$.219 per \$100 value with \$100 deductible.

Commissary shoppers save 23-31 percent from chain supermarkets while *AAFES savings* are 22 percent.

Training for MOS 03C, Physical Activities Specialist. Contact AV 699-4625.

The Fort Jackson unit "**Sponsorship Program**" is especially successful with the clubs at that installation. Unit commanders have been working closely with club managers to develop programs to benefit clubs. Unit help with organizing events, cleaning up and physical improvements including painting and landscaping.

Industrial Espionage??? Here's the recipe for the special "secret" sauce used on the new aafesburger to be sold in all AAFES facilities worldwide: 2-½ cups catsup, 2 cups salad dressing, ¼ cup prepared mustard (blend thoroughly, keep refrigerated until use—spread ¼ oz on both sides of 4-inch toasted, seeded bun).

Recent DA messages: DAAG-DPL, 191400Z, Sep 83, (Subj **FY 86 CPMC Program**; DAAG-DP, 191500Z, Sep 83, (**Payment for Sports Officiating with Appropriated Funds**; DAAG-DPL 151500Z, Sep 83, (**FY 83 MWR Financial Personnel Management Report (formerly DOD 7000.12)**). DAAG-DP, Mr. Gormley, AV 221-9370.

The September 83 Government Product News includes new products for recreation. 111 Chester Ave., Cleveland, OH 44114.

The Fort McClellan MSA and TASO have developed a "Fun at Fort McClellan" video tape. It is shown to units, PXs, commissary, newcomers briefings, recreation centers and YA centers and is 8 minutes long.

Fulda has added to MSF coffers through volksmarching. The event was held with nature clubs of the host nation. Management expects to gross over \$5,000 while providing family-oriented activities. Concession stands along the way produce further LGI.

10,000 participated in a **Fort Sill Volksmarch** with 10, 20, and 42 kilometer courses. Also, a 6-day post carnival brought in \$28,000 for Installation MWR Fund. The money will be used in \$2M plan to renovate MWR facilities.

Private sector club improvements. The average 1984 remodeling cost expected at \$405,000, average expansion cost \$776,000, and average building cost \$2.45 million.

Nailed in bingo scam. A player and a bingo spotter collaborated in an attempt to win \$7,500 prize. The spotter checked the card and falsely declared a winner. Another customer saw this and blew the whistle. Management has tightened up bingo control.

The Worms NCO club will be completely renovated starting in February 1984. MSA and area club manager agreed to temporarily locate the NCO club in the recreation center. The NCO club staff will continue to offer full slate of entertainment, bingo, lounge and slot machines. The recreation center will offer a snack bar, 16 amusement machines and video juke box. The lessons learned should educate management of IMWRF operations and coordinating club/recreation programs.

Private organization **museum foundations** may use "poor boxes" (boxes in museums for contributions) unless prohibited by state or locality in which they operate.

Three Fort Carson clubs have breathalyzers which are hand-held meters controlled by master-at-arms. They are used by club employees or patrons. The bartender uses it to deny drinks to intoxicated patrons. Results are not recognized by the state and cannot be used as evidence in court but can be used to determine fitness for duty. *Breathalyzers also available for post units.*

Outdoor recreation people should ensure renters of lanterns, heaters, cook stoves, etc. are aware of hazards of use without proper ventilation.

The Fort Belvoir *library raises funds for children's books through the sale of donated books* . . . books sold are not needed by library, thus *not considered as gift under AR 1-100*. Book sales on first week of each month from 1100-1600 and nets \$50-\$100 per sale day. Donors are given a receipt stating: "The books donated are expressly for the Post Children's Book Fund and will be sold to obtain funds to purchase children's books for the Van Noy children's library."

Installation raises bowling fees in peak hours and lowers in off hours to get more bowlers and increase revenue.

Practicing what they preach

by Steve Rossetti

FORT GORDON, GA—Colonel Art Brooke makes a practice of what he preaches. He is a key guest speaker at the Army's Morale Support Activities course and the DPCA Course and his DPCA operation at Fort Gordon, Ga., practices applying sound business management to morale, welfare and recreation activities tempered with genuine empathy for soldier off-duty needs and an appreciation for the non-business realities of their MWR mission.

The accomplishment of this mission has made the post a showplace for MWR operations in the Southeast with visitors from MWR operations at other posts coming to Fort Gordon almost weekly to observe, learn and take back to their installations the basics of a sound program.

The principle mechanism to bring the Fort Gordon program about is not exactly tangible. "It's attitude," remarked Brooke. "You've got to have the right attitude. With this key ingredient, you can summon all of your talent and resources needed to bring about the changes necessary to have a first-class and self-sustaining MWR operation.

Service = profit

"This is a different Army. You not only have to count people and divide by 'X' to determine what services to offer, you have got to be observant, in tune, and often a couple of steps ahead of the market to be truly responsive. We are not all business. Our mission is to provide quality programs and services and keep the soldiers on the installation. Our most important product is a well-trained Signal soldier who is satisfied with the quality of Army life.

"There are two sides to our business, the internal side that watches expenses and the external side that expands programs and provides service," Brooke added. "The MSA must have a strong public relations program that explains that money is retained locally. Then, soldiers will have a vested interest in your operation.

"You have to energize the civilian personnel office to actively recruit people to your program," Brooke said. "It would be very helpful if we could have some standard job descriptions and grade classifications in the morale support area. It really

is difficult to demand that a UA-09 generate \$120,000 each year in net income.

"We have plenty of people with recreation background but we need more with business management expertise. We have to get more sophisticated in our business approach to recreation."

Organizational effectiveness studies of needs at Fort Gordon have affirmed the common-sense notion that sales and revenue of a club or other MWR activity are not merely determined by simple numbers of soldier and families assigned. Other factors are more prime determinants: family housing, retired person preponderance or barracks proximity to MWR activities with

" . . . you have got to be observant, in tune, and often a couple of steps ahead of the market to be truly responsive . . . "

the real key being the perceived value in relation to cost. Soldiers with their families are willing to pay reasonable costs for quality services and programs.

"At Fort Gordon," Brooke observed, "only ten percent of our families live on post. The nearby Augusta area is a popular retirement area. These are key considerations when determining programs."

Brooke believes self-sufficiency has forced a more business-like approach to MWR management but expresses some reservations about the end result. "The self-sustaining policy is insidious. It does not reward the revenue producers. The Army must have a program that

provides incentives for good management. You have to underwrite success, not penalize it," he said.

Self-sufficient early

Nevertheless, Fort Gordon is doing well in the self-sufficiency area. "We lost \$418,500 in 1981 in morale support and had programmed a loss of \$205,700 for 1982 but made \$263,000." Money was made despite the loss of 1500 soldiers when the basic training mission left Fort Gordon. Through May of FY '83, the morale support program has generated \$143,000 in net income (after depreciation) and is just entering its peak season. Fort Gordon has attained self-sufficiency without substantial user fee increases. New programs are the key.

The post is supporting self-sufficiency by slating a number of major construction projects. Fort Gordon plans to open a new child care center in FY '85. Also planned for FY '86 is a major expansion of the guest house which maintains a 100 percent occupancy year round. A new officers' club and a multi-purpose facility to include a theater, recreation center and craft shop are planned for the future. Another project being considered is a \$420,000 skating rink that can be used for ice skating or roller skating.

Much of the self-sufficiency progress was made by increasing more of the MWR share of appropriated fund dollars. Brooke is looking for-

ward to the consolidation of the installation NAFLs into an installation MWR Fund on October 1. The new concept will be implemented TRADOC-wide at the same time. "The DPCA must have the flexibility to divert resources to where they are most needed. This includes both nonappropriated and appropriated funds," he said.

"Managers have to be sensible in using appropriated fund resources. We required a new air conditioner for the bowling alley but waited six months for the appropriated fund system to come through. The air conditioner cost \$30,000 but we lost more than that in bowling alley gross income while we were waiting

for it. Had nonappropriated funds been used, the process could have been speeded up and the losses significantly reduced."

He believes training and communication are crucial for a successful MWR program. "We need to be on the leading edge of morale support programs to include professional development of our people through organizations such as the National Recreation and Parks Association and the National Restaurant Association and we need to look at cooperative training with industry for managers to improve their business knowledge and experience."

"Communications with AAFES is also critical. Whenever AAFES chooses not to exercise their option to conduct an activity on post, the morale support office must seize the opportunity," Brooke said.

Supportive CPO

Brooke said that he has an advantage since the installation civilian personnel office is very supportive. This allows responsive hiring and firing which are a key to the delivery of services to the soldier. He also believes that civilians and military should work together in MWR. "There are two key areas the DPCA must know more than any other," he said, "financial management and civilian personnel management."

The DPCA's job is big. "On Fort Gordon, I'm responsible for over half of the facilities," said Brooke. "DPCAs need more training in personnel and financial management and a career field that prepares them for a tough job. In most military occupations, their whole career has prepared the individual for added responsibility. Not DPCA's. The Army simply must have a program to develop officers from the lieutenant level on up and provide the necessary tools to get the job done. The same applies for the key civilians in MWR."

Maj. John Ross spent one and one-half years implementing the program that has enabled Fort Gordon to be a front runner in the self-sufficiency effort. Ross was rewarded for his efforts by being assigned as the Chief of the Army's newly established Morale Support Officer Course at Fort Benjamin Harrison, Indiana where he is teach-

ing MSAs how to meet their self-sufficiency challenges. While a student at Fort Harrison, Maj. Dick Kubiak developed a self-sufficiency model which serves as a solid foundation.

Custodian is key force

A key force behind the success of the MSA is Sally Wallace, the Installation Morale Support Fund custodian. Sally has her pulse on not only the financial operation of the morale support activities but also on the program side where she provides advice on program management decisions.

"The nature of my job allows me to keep pace with what is going on in the program management side. Much of what we do is a dollar exercise and, while I try to hold the line on expenses, I have to keep my ears and eyes open to management's revenue-producing ideas and find ways to finance them."

Innovative revenue producers

"A program that has generated about \$14,000 in income through May of this year is the addition of **mopeds** to the morale support program," she said. "The mopeds have a six month amortization. We have 35 on hand and are buying more. The vehicles are insured by the Risk Management Program and there haven't been any major accidents to date. The 35 mopeds rent collectively for about \$300-\$350 per day," she said, "and are anticipated to bring in approximately \$60,000 a year now that the program has been publicized and is in full swing. Soldiers rent them and many of the troops are using them to clear post. On the mopeds they can clear in two to three hours and they love them," she said. The mopeds are main-

new \$1.5-million, 32 bay, auto crafts shop on which construction began in January of this year.

Nearby Augusta is the home of the Master's Golf Tournament and one of the nation's best golf areas. Because of the interest, need and ideal weather, Fort Gordon's Gordon Lakes **Golf Course** was built in 1977 and is one of the Army's best golf course operations. In addition to the 18 hole course, Carter Smith manages a fine 9 hole course.

"Last year," said Wallace, "the MSA converted one of the game rooms at the Community Center into a **video-amusement** machine activity to include a snack bar where **pre-packaged snack foods, soft drinks and beer** are sold. We asked for and received an exception to policy to sell the beer in the recreation center and produced about \$60,000 net income in fiscal year 1982, as a result. We project an approximate income of \$100,000 for FY '83. We placed the games and snack operation under Carmen Thompson, the community center director. I don't believe it is efficient or good business to separate functions from the manager of the facility," she continued. Although the video machine profits are split about 60 percent to MSA and 40 percent in favor of the contractor, a 50/50 split is being considered which could allow the contractor to provide more current games and actually increase net income.

As another example of new programs, Wallace pointed out that the post had no community theater program before 1981 because the managers said there was no interest. "We put some resources behind Steve Walpert, the director, and marketed the program," she said. "Each performance sells out and

"We need to be on the leading edge of morale support programs to include professional development."

tained at the go-cart facility and rent for \$3.00 per hour on weekends and holidays.

The morale support operation offers a variety of arts and crafts, photo workshops, ceramics and general crafts shops managed by Tom Huckabee. Two **auto craft shops** are operated by the division, one of which will be replaced by a

the NCO Club makes money by catering the **dinner theater**. This is just another example of meeting a need through experimentation and sound management."

Another innovation for John Shoupe's MSA has been to detail horses from the post riding stable to the 840-acre **Clark's Hill Recreation Area** located approximately 25 miles

from Fort Gordon. The lakeside retreat features a variety of activities including a marina for **boat shed and boat slip rentals**, food and beverage sales, mobile homes and cabins, rental camping equipment and campsites. A fleet of **boats including ski boats, pontoon boats and fishing boats** are available for nominal rent with appropriate equipment and plans have been made to purchase **sailboats and windsurfers** in FY '84. William Wren, the facility manager insures that the area is in excellent condition to afford the soldiers and their families the best opportunities for outdoor recreation.

The assistant chief of the MSA Revenue Support Branch, Frank Lindler, enthusiastically explained how they operate to provide services and increase MSA revenues. They operate activities such as Mirror Lake, a skeet range, mobile concessions, a central food issue point for the myriad concessions and a **T-Shirt and trophy factory**. "An interesting aspect of the operation," said Lindler, "is the trophy and T-Shirt shop. The units with the highest esprit normally participate heavily in the T-Shirt sales. The shirts are custom made at the facility for the units with the branch operating its own heat press. Artwork is done by Bill Blackard to the unit's specifications. It brings in about \$7,500 to \$8,000 each month and business is growing." The trophy shop also generates money while contributing to unit cohesiveness and spirit. The trophies are also custom-built for the customer and can be engraved.

"We operate a 'U-Call, We-Haul' program which provides mobile beer cubes with up to 60 kegs of beer," Lindler continued, "and we have mobile grills which can cook about 25 chickens on the grill at the same time. We will rent the grills for

provide hot food and cold beverages for just about any gathering. For example, nearly \$5,000 was made from concessions at a recent volksmarch.

Brooke pointed to other examples of creative money making, such as aluminum cans. A **recycling operation** was under contract with the community center. The activity now collects the cans themselves as well as those of the NCO club. New programs and events are continually be-

“ . . . I have to keep my eyes open to management's revenue-producing ideas and find ways to finance them.”

ing initiated such as the volksmarches and carnivals. A recent **flea market** conducted by the post generated \$3,500 from booth rental.

The DPCA also operates a wide range of dependent youth activities. A teen and pre-teen center which offer lessons such as karate, charm and modeling, piano, gymnastics, scouting programs, a gymnasium, etc. also operates a summer camp at Clarks Hill. Other facilities include a **soccer center, an indoor and outdoor pool, numerous gymnasiums, a tennis center with seven courts and 14 other tennis courts** situated at various locations across the installation. **Two bowling alleys** round out the sports facilities overseen by Frank Pizzuto, the Physical Activities director.

Clubs well managed

The Fort Gordon club system, under the direction of Maj. Gary Hesselgesser, the Installation Club Manager, is in good shape. The facilities generally are modern and well-kept and are financially doing well. The NCO Club managed by MSG (Ret.) Frank Funderburg does a brisk lunch time cafeteria business and provides the soldiers with disco

aged by Faye Helton generates a **17 percent net income**, one of the highest percentages in the Army. Contributing to the high percentage is a program to deal directly with distillers to get delivery within 25 days allowing fast inventory turnover. A new Package Beverage store is being designed and will be built to open by June 1984. It is anticipated that a minimum increase of 20 percent in total sales will be realized because of the new prime location.

It was pointed out that, although the post is located in the south, many of the activities offered are seasonal which could cause cash flow problems at different times of the year if careful and deliberate planning was not executed to insure maximum income generation during "peak" seasons. By doing so, sufficient cash is available to "carry through" the lean seasons.

Activities such as Clark's Hill are seldom used about 4 months out of the year but some expenses such as personnel costs, can't be totally cut. While part time and intermittent skill level employees can be used seasonally, management cannot. The managers must be placed all year long.

Central common support

Other steps have been taken to economize, such as centralization of certain MWR functions. For instance, all NAF contracting is centralized under a NAF Procurement Office, allowing central control and economy from ordering in volume. With such consolidation, Cody Talcott, the NAF Procurement Officer, can insure efficiency, uniformity and economy for all nonappropriated funds. The Central Accounting Office, under Graham Logan has also consolidated all NAF accounting functions with some of the costs being reimbursed by appropriated funds to the Morale Support Fund under the provisions of AR 210-55.

The outlook at Fort Gordon for the future of MWR programs is optimistic and the attitude prevails that it will become bigger and better with consistently sound business management techniques, professionalism and united effort.

“The Army must have a program that produces incentives for good management. You have to underwrite success, not penalize it.”

\$15-18 a day but will also provide the food, labor and equipment under contract, if desired.”

The MSA rents a **complete line of recreational vehicles, camping equipment and trailers**. It also caters most of the outdoor functions on post with a "cube" or vehicle to

and bingo programs in the evening. They also cater the MSA's dinner theaters with excellent food. The Officers Club net income has consistently climbed with the inception of new programs by its manager, Chris Karamichael.

The Package Beverage store man-

TRADOC MWR designs to save energy dollars

FORT MONROE, VA—A revolution in design is bringing some strange looking buildings to the Army's 17 Training and Doctrine Command installations.

The new buildings, all of which must meet strict energy consumption standards, are designed to use less energy.

With energy costs at an average of 6.34 cents per kilowatt hour nationwide, TRADOC is spending a quarter of a billion dollars annually on energy consumption. According to Conrad Browe, mechanical engineer and TRADOC energy coordinator, TRADOC expects to lower its energy bill for new buildings by 45 percent.

He said new buildings are designed and placed to cut down on energy consumption. Long sides of the buildings will face south to take advantage of passive solar heat in winter while minimizing summer heat. New buildings are also designed to use natural barriers in harsher zones, and benefit from prevailing summer winds in mild climates.

"Proper siting can result in a 25 percent reduction in energy use," he said.

Dave Lyon, TRADOC's chief architect, noted that construction materials also make a big difference. Massive materials such as stone, concrete and water absorb heat then release it slowly. The depth of the material can be gauged to hold the heat until the outside temperature drops. Then it will release the heat to the inside of the building. In the same way thin materials, such as a thin metal skin on a prefabricated building, will absorb the heat quickly and just as quickly radiate it to the inside of a building. One building may need massive construction materials on its southern exposure, but light weight ones on the north side where it gets the least sun.

"Understanding how the sun works is the key to making buildings comfortable without paying bundles for energy," he said.

Fort Leonard Wood, Mo., designed its entomology building to save energy as well as protect the environment. The building has minimal window area, perimeter slab insulation and natural ventilation. The building has minimal window area, perimeter slab insulation and natural ventilation. The energy chal-

lenge was also met by generously installing insulation and a two-zone air conditioning unit. The building won a TRADOC Design Excellence Award in 1981.

A new commissary being designed for Fort Jackson, S.C., will take advantage of natural light. Rows of skylights allow filtered sunlight. This reduces the need for artificial lights which use electricity and throw off heat, making the air conditioner work harder. Another innovation is the photocell control which dims the room lights as the sunlight gets brighter. Earthen berms along the side walls provide natural insulation.

In the Fort Gordon, Ga., auto crafts center now under construction, translucent doors on the south wall permit sun-warmed concrete floors in the winter. Eaves provide summer shade to reduce the need for cooling. Louvered glass panels on the roof allow natural daylight to supplement interior lights. The building walls and ceilings have thick insulation.

Another example of energy cost savings in TRADOC's MWR facilities is a recently opened indoor pool at Fort Bliss that employs a variety of these cost saving measures.

DPCA Course Graduates



FORT BENJAMIN HARRISON, IN—Graduates of the July DPCA Course are: (First Row L to R): Maj Jonathan K. Burns, Ms. Marilyn A. Theuer, Maj Dennis M. Mikale, Ltc Dennis Ward (former Course Director), Col David J. Boyle (Class leader), Maj Joseph H. Ball, Ltc Curtis L. Washington, Ltc Anthony R. Laspada (Second Row) Sgm Andrew O. Moses Sr., Maj James T. Hosel, Csm John McPherson, Sgm Simon Allen, Maj Tommie C. Brown, Mr. Francis M. Van Ausdal, Maj Robert H. Ayres, Maj James W. Wiggin, Cpt John H. Van Benthuyzen (Third Row) Csm Paul E. Schilling, Col David J. Boyle (Class Leader), Maj Ronald R. Kordas, Ltc Terry G. Stull, Ltc Irby Pope, Maj Brian G. Rausch, Maj Frederick M. Spielman, Cpt Jerold A. Lee, Sgm Will L. Rodgers (Fourth Row) Mr Richard F. Huff, Maj Edward J. Carter, Ltc James C. Justis, Maj Thomas E. Hawley, Maj John E. Hall, Maj Rodger L. Tunnell, Ltc Walter W. Meyer, Ltc Everett R. Thomas (Fifth Row) Sgm Philip E. Cook, Maj Mayo W. Neyland, Cpt William B. Sutherland, Maj Richard I. Meadows.

Morale Support Course answers the challenge

The "Crunch is on, and basic management and leadership skills are important to the MSO. However, those alone aren't sufficient. Morale support activities are businesses. We have military missions, but we will be unable to continue accomplishing those missions if we don't use sound business practices and principles.

by CPT Glenn E. Kirk

FORT HARRISON, IN—In today's military, the social environment requires us to take a closer and more serious look at what we must provide soldiers and their families both on and off duty.

How soldiers spend their leisure time is of vital concern. Commanders and other installation leaders, the morale support officer in particular, must make available an activity-filled environment for the soldier and his family. Many of our disciplinary problems, disturbances, and soldier unrest could be prevented by effective leisure time programs. An effective program can actually compliment the attitude, esprit de corps, and morale of the soldier.

In order to meet today's urgent demands, the Army has taken steps to improve installation recreational programs. Included in this effort have been an increase in monetary resources, design, and construction of new facilities, increase in the number of recreational services personnel, new program development and an emphasis in the whole area of the education and training of personnel who manage the programs! This will insure that the field has properly qualified personnel to fill its vacant positions. It will also lend itself to a more professionally oriented organization to serve your needs!

Like any large scale operation undertaken in the Army today, in order to succeed, we must have clearly established goals to strive toward. Let me review with you those objectives as defined by HQDA, for

the morale support officer and his subordinates.

- Assist commanders in maintaining morale, esprit, mental and physical fitness, and combat readiness through an overall aggressive MSA program direction.

- Support total Army goals by improving the quality of life for soldiers and their families.

- Offer opportunities for self-fulfillment, skill development, social activity, and leisure-time enjoyment.

- Provide services and activities for the military community which are equal to or better than those in comparable civilian communities.

- Create an environment in which MSA leisure pursuits are both attractive and inviting.

- Offer diversions from the rigors of military training and stresses of daily life.

- Contribute to a vital, self-sustaining military community.

With these goals in mind, the Morale Support Officer Course development began in June 1981 with a team of 5 officers assigned to the project. Initial work, using a modified instructional systems design approach due to time constraints, was directed toward obtaining an Army-wide survey of incumbent MSO duties. This in turn was followed with field visits to 40 installations and commands wherein incumbents, their superiors and subordinates were individually interviewed and surveyed. A total of 183 tasks and knowledges which MSOs need to perform were derived from this job analysis.

In December 1981, a Department of the Army Task Selection Board, comprised of current and former job incumbents and DA staff, met to review and select tasks for training. Their deliberations resulted in the selection of 86 tasks for training of which 76 tasks are currently presented during the course of instruction, with 10 tasks deleted from the original list during the revision process. The POI, which has been restructured outlines a 4 week course of instruction with subject matter grouped into eight major blocks of instruction. These blocks, with the periods of instruction devoted to

each indicated in parenthesis following them are:

Program Management (37), Personnel Management (17)

Resource Management (72), General Management (16)

Construction and Maintenance Management (17)

Supply, Procurement, and Construction Management (13)

Commercial Activities (18), Professional Development Seminar (10)

Development of lesson plans and instructional materials was accomplished during the March-August 1982 time period. The pilot course was conducted on 13 September 1982 and was taught by the Personnel Management School.

The Morale Support Officer (MSO) Course focuses on providing officers and civilians programmed for, or currently assigned to MSO or equivalent positions, with the skills and knowledges essential to the enhancement of soldier morale and welfare programs. This training will be provided to officers with OPMS Specialty Code 43C, to civilian MSO or Morale Support Activities Directors and to Senior NCO's with the MOS of 03C.

For many years, Morale Support Activities and services were provided at little or no cost to the soldier. There were, in general, available funds either appropriated or nonappropriated to finance our programs. It is as though this large spigot of funds has now been tightened, the steady flow has been reduced to a drizzle, and will soon dry up. Resources are going to be much more difficult to obtain without thorough justification. The magic dollar, the NAF dividend, will disappear.

The essence of the most recent edicts is that there will be no more nonappropriated funds to finance our sports and library programs. Most installations will have to generate enough income to sustain their own operations. And that's not all folks! You may soon see an additional requirement to finance your own capital projects and minor construction programs. No longer can you look to Department of the Army to finance those hundreds of thousands of dollars worth of proj-

ects each year.

To maintain our operations, we must, somehow, generate sufficient income at your installations. That is where the MSO has to become a business manager. Sound management and leadership techniques alone won't cut the mustard! Good business practices and principles are essential. This has become the cornerstone of over 25% of MSO Course Instruction.

With this in mind, let me provide you with a workable "school solution." There are thirteen major steps in planning a commercial enterprise. All of them apply equally to Morale Support Activities, though some procedures are already dictated by regulation. Let's look at them, one at a time.

Determining Your Desired Profit. This is a critical step that warrants extremely close security. Not only do you have to determine your overall profit required to sustain your operation, but you must take into account each separate activity. Some, by their very nature, will make large amounts of money, some will make little, and some will lose. Your profit plan must compensate sufficiently for the "losers" and still enable self-subsistence.

Survey The Market. Without the benefit of marketing staff, this task is difficult, but nevertheless essential. We accomplish this through the use of a tool called the "needs and interest survey." We add to that by analyzing what is available in the local community and surrounding area. This should determine what the members of the military community perceive to be their needs. You serve no purpose to offer programs and services that the community does not need or want.

Determine Resources Required. Realistically, we cannot begin to consider programs and services to be offered without an in-depth study of available resources. This is no different than a commercial enterprise and includes funds, personnel, equipment, facilities, and resale inventories.

Evaluation Of Location. This step is critical to the local businessman. The location of a facility is often beyond the control of the MSO for a multitude of reasons. Nonetheless, the MSO must con-

sider facility location and, if necessary, "go to the mat" with the master planner. It is far from ideal, for instance, to locate a new youth center near a barracks compound or a gymnasium so far away from troop billets as to make it impractical for the soldier to use it. These things, however, do happen without proper analysis.

Consider The Physical Layout of the Facility. Just as a commercial enterprise does, we must consider our physical layout as a "selling machine." This applies to purely service areas as well as resale outlets. We must take into account such things as customer buying habits, merchandise display, service, light, ventilation, heat, organization of merchandise, visual spaciousness, space utilization and customer image. All these things help to attract new patrons as well as to keep the current ones.

Choose A Form Of Organization. Although this area is seemingly out of our control, we can exert a significant amount of influence in determining the organization that best suits our needs. This task often requires an inordinate amount of time and effort, but can result in the most efficient and cost effective organization. Streamlining to reduce management/labor expense while improving customer service is imperative for our operations.

Review The Merchandising Plan. Merchandising means many things, all of which the MSO will be deeply involved with on a daily basis. In order to ensure that our business is operating, and continues to operate, effectively, we must constantly be aware of such things as pricing policies, inventory levels, sales promotions and advertising, seasonal variations, and public relations. Without a thorough, current knowledge of the merchandising practices, we cannot be effective.

Analyze Estimated Expenses. Constant and close security of expenses is a must. There is no effective way to increase profit without maintaining expenses at the lowest possible level.

Determine A Break-Even Point. This step goes hand-in-hand with others previously mentioned. This tool is valuable as a supplement to budget preparation, pricing and

sales policies, and expense control and expansion plans, among other things.

Establish A Credit Policy. While most of us don't provide credit, it is not unthinkable to allow some form of it. Some resale activities, such as pro-shops, already accept major credit cards. Credit is a way of life and certainly warrants some consideration. It may be the one thing missing to attract all of those new patrons we are after. If the club system can use it, perhaps, in the future or now, it is not entirely out of the question for us.

Review Risks And Plans To Cope With Them. This step includes more than pure financial risks. Although many risks are regulated for us, we must plan to cope with them. Risks that we encounter on a daily basis include such things as property damage, health and safety of employees, liability to the public, death of key employees, shoplifting, dishonest employees, and many others. While we can't plan in the definite sense, for these happenings, we must be able to cope with them so as to preclude the degradation of our programs and services or erosion of our hard earned profits.

Establish A Personnel Policy. Many personnel policies, established by regulations, are hard and fast. Still, there is flexibility in some, and others are at the total discretion of the MSO. These deserve a great deal of attention and follow through if we are to attract and maintain quality employees.

Establish Accounting Records And Procedures. Although most procedures are regulated, there are records and internal procedures to be established to maintain control. Additionally, an MSO must be able to read, analyze, and interpret financial statements and other reports. Competence in any business demands a thorough understanding of financial statements, which necessarily reflect present financial condition and operational results. Financial statements are the basis for many critical management conditions.

KIRK, is an Armor Officer assigned as the Assistant Course Director for the Morale Support Officer's Course.

DPCA advice

by MAJ Robert Thompson

SCHWEINFURT, WEST GERMANY—Having an extensive amount of time in the DPCA field as an Education Coordinator, a Drug/Alcohol Counselor, a Morale Support Officer, a Club Officer, and an Installation Club Manager, I do have some observations which I feel are pertinent to most DPCA jobs:

- Do be prepared to experience a variation of DPCA organizations. It seems that not any two installations/communities are organized the same. Some have the Adjutant General responsibilities “under their wing” and some do not. Some DPCAs are responsible for the Morale Support Fund, some are not. DPCAs have to learn to work with a myriad of ways the directorate is organized.

- Do be prepared to place emphasis on each activity depending on the commander's desires or the weaknesses of your supervisors. Contrary to general opinion, clubs and golf courses are not always the areas you must give most of your attention to. The Army-wide emphasis on Child Care Centers will channel your efforts toward that area. The strong emphasis on Human Resource areas such as drug/alcohol abuse, family advocacy programs, and financial counseling, will direct your attention to that area. The Education Center programs are becoming vitally important to today's soldiers, therefore, they will require special attention. Do not expect to have an absolute expert in the fields to be able to make sound management decisions. On the other hand, all club

managers are not ignorant and/or crooks requiring your undivided attention.

- Do learn as much about the appropriated and non-appropriated budget process as you can. You must know when to fight and when to be passive about the funds available to the community. The mandatory self-sufficiency programs for some of the MWR programs will require an exact correlation between the two separate budgets. Identify every non-appropriated fund expense possible which can be reimbursed by appropriated funds. This could possibly be the difference in whether your MSA is self-sufficient or not.

- Do get out to visit and observe your various activities. One of the biggest motivators to personnel within the DPCA family is to see the “boss” come by every once in a while. Insure that managers are present at every big event, even if it is on a weekend. As an example, the Morale Support Officer, the Physical Activities Coordinator, and the DPCA should all be present for basketball post championship games. This consistent presence gives credibility to your programs and gives DPCAs an opportunity to evaluate the program and hear comments about the program.

- Do make visits to other installations or communities and review their programs and activities. Obviously, this procedure will provide opportunity for new ideas or positive changes to present programs.

- Do try to logically begin as many revenue producing activities as possible. Again, self-sufficiency is the driving force for this procedure. Inquire at all installa-

tions/communities and accumulate a list of revenue producers which can assist your overall program in producing revenue but also provide a needed service. Of course, each activity should have sound financial management procedures to adhere to.

- Do take time to produce an ongoing 5-year plan. For far too long, DPCA activities have tried the “band-aid” approach to maintaining the facilities and programs. The only way we can get out of a “rut” is for present DPCAs to prepare their directorates for the future. Generally speaking, most of the civilian staff will be around to benefit from this foresight and can provide stability to the ongoing projects.

- Do become knowledgeable of Family Member Misconduct Authority. Depending on the community/installation, the DPCA will be the focal point for administering the procedures/programs of family members who are involved in misconduct charges. Some installations/communities have committees/councils which assist in providing recommendations, however, the DPCA is sole administrator on many installations. Procure as much information as possible about this important aspect of community life.

- Do become familiar with as many ways to promote volunteerism as possible. Probe the volunteer program of as many installations as possible in order to have a superb program of your own. The overall DPCA activities will suffer if the volunteer program is not progressive, motivational and effective.

Thompson is the DPCA of the Schweinfurt Military Community in West Germany.

Electronic cash register basics

WASHINGTON—If you manage a food and beverage operation and have not yet bought an electronic cash register, it is only a matter of time before you have to.

Your current equipment has a limited physical and economic life, and manufacturers just are not making mechanical registers anymore.

You are also likely to automate because electronic cash registers stand to improve operations, reduce costs, increase revenue and have the

net effect of increasing profits.

There's a book available from the National Restaurant Association: *The Restaurateur's Guide to Electronic Cash Register Selection*.

The Fort Dix Child Development Services has an innovative approach to certification of **ACS-approved babysitters**. The post's audio-visual support center helped by making a film on babysitting “dos” and “don'ts” using post talent. In the film, ACS introduces followed by

the military policy, fire department, and a community health nurse. It is shown twice monthly and viewers are tested. Those passing are awarded a certificate and names are added to a list of certified babysitters. A copy of the film can be obtained from **Mrs. Grant**, AV 944-2767.

The **Aberdeen Proving Ground NCO Club** celebrated its first anniversary in style with over 200 NCOs, their bosses and guests attending a stand-up buffet and cake-cutting.

Dramshop laws make bars liable

WASHINGTON—The North Carolina Legislature is working on a bill that would make tavern owners liable for up to \$500,000 damages if they serve drunk patrons who later are involved in traffic accidents.

Dramshop laws—named after an archaic term for barroom—are not new; New York is credited with passing the USA's first in 1873.

A group of 73 health officials from across the nation met in April for a conference to examine the growing push for tighter drunk driving control—including dramshop legislation.

Bar owners object to the laws, arguing it is difficult for them to keep track of how much their patrons are served.

In other states:

- Beginning in May, the New York State Restaurant Association will be training bartenders and waitresses in 12 New York cities on how to cut off intoxicated customers.

- The Massachusetts Supreme Court upheld the state's dram shop laws in February and approved a \$50,000 verdict against a bar that served drinks to a man who later killed a pedestrian.

Busy club manager still finds time for racing hobby

by Maggie Cummins

REDSTONE ARSENAL, AL—Being the operations manager at the officers club is more than a 9-5 job and not the only thing **SFC Tommy Clark** spends long hours working on.

Clark may work from 12 to 16 hours a day up to 7 days a week when necessary. "You've got to be more than just a man behind a desk giving orders to run a successful club. You must pitch in and get your hands dirty too if that's what it takes," says Clark.

"I think it's important for the employees to see that you are not afraid to work too," he continues. "I don't ask anyone to do more than what they are capable of doing or to do something that I wouldn't do myself."

After working at the club Clark goes home and works on his hobby, a 1967 Chevelle stock car racer numbered "43". He says he has the only race car on post and enjoys racing when he can at the Huntsville Speedway.

Clark, his wife, Margaret, and three children, Cynthia (13), Bobby (11), and Mary Jenn (3) reside on post. He enjoys young people and they are usually around when he and

SFC Tommy Clark checks operation of the automated beverage dispensing machine at the Redstone Arsenal, Ala.



his son are working on their race car.

"I like working on my car and have been interested in cars since I was a kid," says Clark. "Here it is strictly a hobby. In Germany I was Driver of the Year in 1982." He says that it was fun winning the races but a lot of hard work and long hours went into keeping the car in top condition.

Clark earned the nick-name 'Boss Hog' from the kids because of his car. They call themselves 'the good ol' boys'.

"Huntsville is more my home than anywhere else," says Clark. "My dad was in the Army 22 years

and retired here as a sergeant first class."

Clark has been in the Army for 10 years and plans to make it a career. "I'd love to be command sergeant major," he says. "I would look out for the other guy. I have been impressed by some of the sergeant majors I've met in the past and would like to try it."

"It makes me happy to advise younger people and watch them make something out of themselves," says Clark. "I'd like to help send them on the right road and accomplish what they set their minds to."

Fort Monmouth appreciates club employees

FORT MONMOUTH, NJ—The Fort Monmouth club system recently held an appreciation night for employees at the Officers' Club.

Honoring the employees were the Commanding General, the Deputy Commanding General and several other installation dignitaries.

The Commanding General, MG Lawrence Skibbie, presented Outstanding Achievement Awards to: **MSG S. Impollonia, SSG S. Perez,**

Elwood Taylor, Norman Menzel, Lilly Conners, Teresa Hasner, Michael Donohue, Ruth Weidleman, Ike Jones, Florence Negron and John Mitchell.

2,500 attended a **family day at Fort Benjamin Harrison**. They went on tours, briefings, athletic events and played games. It ended with a picnic and retreat ceremony.

FORSCOM session

WEST POINT—The FORSCOM Annual physical Activities Management Workshop was held Oct. 25-27 at the Hotel Thayer here. Representatives from many state-side installations discussed a wide range of topics on programs, finance and personnel.

Novel wine program

by Major Edward Urben

FORT MYER, VA—If your establishment is still stuck on the traditional way of having the distributor make your wine list with the bulk of the selections from Paul Masson Carlo Rossi, Gallo etc. you're not keeping pace with the changes in your trade and you're not giving the best value to your customers.

The American public has been besieged in the past 10–15 years by a commodity absolutely foreign and intimidating to them—wine. The thought of a Sommelier standing over a table with a wine list composed predominantly by wines printed in German and French was frightening at best.

1970—Enter California wine. They were scoffed at by the Europeans and “Greek” to the American public. Cite 1970 as the starting point (Even though American viticulture really started in the 1800's with Augustus Harazathy and it was American vines which were grafted on to French vines when phylloxera struck.), because of the advertising stimulus that started then to promote California wines.

The evolution started with pop wines then phased into generic wines i.e. those with names such as Burgundy, Chablis, Rhine wine et cetera. The term generic doesn't say anything about the grape variety. They are usually jug wines. True Chablis for example comes from Chablis in the Department of Yonne France and is made with Chardonnay grapes. In the United States it can be made with any

grape. The same is true with the term Burgundy. Burgundy is a region of France where the predominant grape variety is Pinot Noir. American Burgundy can be composed of any number of Red Grapes unless otherwise stated.

The American public is ripe for the transitional change from generic wines to varietals. U.S. varietals are those wines where a minimum of 75% of the grape variety listed on the label is in the bottle. The American public is becoming more knowledgeable about wines and as such restaurateurs must stay a step ahead of their customers.

The starting point is educating the staff into the process of how wine is made and the difference in grape varieties, serving procedures et cetera. The staff should be permitted to taste wines through blind taste tests and participate in the selection of the wines and be rewarded for producing.

At the Fort Myer Officers' Club we started a wine awareness program 8 months ago. Classes were given to the staff on basics. The process of making wine; Grape varieties; the difference between true champagne and sparkling wines; how to read wine labels; control laws, et cetera. The staff was tested periodically to determine how much they retained and based on test results were given varying amounts for each bottle of wine sold for the following month. The range went from \$0.40 per bottle to \$0.05 per bottle incentive amount. Those who ended up with the low amount studied alot harder for subsequent exams. We contact a representative

from Co-Ops in France who provided us a list of French wines significantly lower in price to comparable wines we were serving. Blind taste tests were conducted with managers and dining room staff and results were astoundingly in favor of the Co-Ops wines.

Our new wine list is a Captain book that has a copy of the label & lists three menu items the wine complements. In addition, have upgraded our select vintage wine list to include such wines as Chateau Margaux and Dom Perignon. Our philosophy is to provide the best value to our customers. Gone are the days of gouging customers with a 500% markup. For instance, we sell Dom Perignon for \$39.00—it costs us \$31.00 per bottle.

The Captains book provides us the flexibility for eliminating or adding a wine without having to redo the whole list. Thus as we come across a new wine we'd like to test we simply add a new page.

Another incentive program we run is a wine of the month. In the past we merely brought a new bottle in and ran it as a special for the month. Now we select a wine from our existing list, mark down the price so the members can visually see the reduction.

The dining room staff as part of its wine education program has also toured local vineyards, has been provided wine books and the dining room and Club Managers attended an NRA seminar on wine merchandising.

We Are Committed!

Urben is General Manager of the Fort Myer, Va. Officers' Club.

Summertime Santa

CAMERON STATION, VA—A recent promotion in the hot month of August at the Officers' Club here was a summer Christmas party. The promotion encouraged club members to book their Christmas parties early.

According to the manager, **CWO Tom Kiefer**, the plan worked. It tripled the party bookings according to **Patty Howard** the Cameron Catering Hostess. In addition, the manager CWO Tom Kiefer said they doubled Friday night bar sales during the Christmas Party.

It all began by advertising an August Christmas Party with free gifts for members, a fully decorated club and Santa Claus with his Elf present.

All the ladies present were given a free polaroid snapshot sitting on Santa's lap. A special Christmas cocktail was prepared and served with Christmas cake.

During the party, Santa passed out promotion flyers which encouraged members to reserve a space at the Cameron Station Officers' Club for a Christmas party. **Bob Moneta**, from CCAMD, played Santa Claus and the Elf was played by Donna

Williams.

The party was an overwhelming success and made a \$600.00 profit for the club on a Friday evening.

The Worms outdoor recreation and community safety office combined forces to **sponsor a program for recreational swimming** in authorized areas. The program featured passes to indoor and outdoor pools and lakes. The tickets were distributed at outdoor recreational equipment check-out centers along with booklets on authorized areas, pool information and aquatic equipment.

Insurance savings boost local income

WASHINGTON—TAGO's NAF insurance program is lowering its rates and that's good news for the local managers who, along with employees, are the beneficiaries of less expensive employee benefits.

In FY 1984, there is a 17.6 percent reduction in the group life and accidental dismemberment insurance rates paid by employing NAFIs. This reduction is due to a favorable experience since the life insurance portion of Army Medical/Life plans became self-insured and is the second cost reduction in two years when rates were reduced 20 percent.

Although medical and hospital costs continue to rise faster than other consumer Price Index compo-

nents, NAF employee benefits managers are forecasting no increase in medical premiums for FY 1984. Dental insurance premiums are expected to drop 10 to 15 percent on Jan. 1, 1984 while benefits will improve. RIMP rates down too.

Risk management costs have dropped or remain unchanged in most categories. There was a seven percent insurance reduction for vehicles, a eight percent drop for aircraft, 20 percent decrease for Class I fidelity bonding, an 11 percent drop in US Workers' Compensation and a 17 percent drop in overseas workers' compensation. However, general tort and aircraft liability rates were up slightly.

Credit card agreements

WASHINGTON—There is wide disparity in the discount rates paid by MWR activities for commercial credit card services.

Army-wide, credit card discount rates had a weighted average of 2.81 percent but ranged from zero at some locations to six percent at others.

TAGO NAF financial managers are urging managers to look at credit card agreements toward getting a more favorable arrangement.

At West Point, the officers' club has sold its accounts receivable to an out of state bank for one percent of all charges at a net savings of about \$15,000 per year. Central accounting costs were cut in half (from \$36,000 to \$18,000). The bank's services cost about \$5,000 (one percent of \$500,000) but another \$2,500 is saved in interest earnings on the \$500,000 accounts receivable. Management reports happier mem-

bers and better service.

Fort Benning managers have contracted for commercial credit card services with a local bank with no discount rate. The contract here is flexible enough to allow VISA services at most Fort Benning MWR activities.

The bank has also agreed to provide mailing labels (for advertising) at \$.03 per label. The credit card doubles as an officers' club membership card with FBOC (for Fort Benning Officers' Club) overprinted. There is no overprinting for non-club members. According to the NAF Contracting officer, most of the 3,000 members opted for VISA membership cards but members may also get VISA card.

A hidden advantage to the arrangement is that it gives younger officers an opportunity to establish credit.

The Queen and Her Court

FORT DIX, NJ—Fort Dix MSA recently hosted an exhibition softball game between "The Queen and Her Court" and the Fort Dix All-Stars.

Advanced tickets were sold in troop units at \$2.50, and were sold at the gate for \$3.00.

Over 3,000 people attended. Food, beverages and tee shirts were sold at the game.

The combined efforts of the Community and Skills Development Activities Branch (CSDAB), and the Physical Activities Branch (PAB), resulted in a very profitable event.

CSDAB staged the game as an entertainment activity, supervised ticket sales, promoted and publicized the game, and produced and sold tee shirts through the Crafts Sales Store. PAB readied the ballfield, arranged for umpires, provided uniforms and equipment and sold food and beverages through the Bowling Snack Bar.

The teamwork yielded a net profit of \$7,500.00 for the Installation Morale Support Fund. Not bad for one night! **Mr. Levy**, AV 944-3374.

Consolidated MWR regulation

WASHINGTON—The Adjutant General's Office is developing a consolidated regulation encompassing most of the Army regulations that affect MWR activities. It will supersede major MWR regulations such as ARs 28-1, 230-1, 230-60, etc.

According to TAGO's **Terri Slocumb**, the book should shape up five regulations on administration, NAF personnel, accounting, NAF contracting, and operations.

It will be an AR 215-series regulation and will appear in throwaway format, as it is updated four times each year.

The printed version of the new regulation is expected to begin appearing at Army publications centers around the end of February.

Buchanan MSO gets boost

FORT BUCHANAN, PR—The Morale Support Program here is being expanded to increase revenue generating capability and offer more services to soldiers.

Ralph Santiliz, Morale Support Officer, said a ceramic shop has been renovated and plans are underway to upgrade the physical fitness center and buy new equipment. An auto craft shop is slated to be built along with two racquetball courts and a new lake picnic area. An officers' club has been concerted to a Cabana Lodge Recreation center.

The morale support program has added jazzercise, judo and aerobic classes. A \$30,000 bus has been purchased for ITT and other MSA trips. "All efforts are being made to provide the most diversified recreation program possible," Santiliz said.

Top 6 accounting deficiencies: fixed asset inventories, supplies and merchandise inventories, inventory losses not reported, late daily activity reports, 1 year old accounts receivable not written-off, improper appointment of custodians of petty cash and change funds.



Aggressive alcohol abus

by Curtis C. Christy

FORT CAMPBELL, KY—The Alcohol and Drug Abuse Prevention and Control Program and Community Counseling Center (ADAPCP-CCC) of the 101st Airborne Division (Air Assault) and Fort Campbell conducted its Second Annual "Awareness Week," according to Dr. Ronald L. Struble, the agency Alcohol and Drug Control Officer (ADCO). The event was held the week of the 19th through the 23rd of September 1983. Dr. Struble and his staff are now busy lining up guest speakers for this year. Last year's speakers included baseball great, Don Newcombe; White House Chief Spokesman for Drug Abuse Policy, Dr. Carlton Turner; MG John H. Mitchell, Director for Human Resources Development of the Office of the Deputy Chief of Staff for Personnel of the Army; and LTC James Schlie, the FORSCOM ADCO.

The Education Section of the Fort Campbell ADAPCP recently presented an Alcohol and Drug Coordinator's Conference with the assistance of the agency's Biochemical Testing Section. The purpose of the conference was to make all ADCs on the post are of recent changes in Army substance abuse policy—especially in regard to the ADCs' increased responsibility in the area of urinalysis and assisting unit commanders in all facets of the ADAPCP program.

The ADAPCP recently completed the "Two Battalion Test Project," which was an effort to measure the effects of a grassroots battalion-wide approach to substance abuse prevention. One combat arms and one maintenance battalion were given classes and a great deal of command and chaplain designed intervention and support aimed at curbing substance-related problems. The attitudes of the battalion personnel were compared with attitudes (before and after the interventions) of similar non-test battalions. The result was the adoption of the Battalion Level Drug and Alcohol Program (BLDAP) installation-wide with emphasis on discipline, education and alternatives to abuse.

"The Education Section of the Fort Campbell ADAPCP is a very

efficient unit," says Education Coordinator **Edwin A. (Ned) Snead II**. The post's 160 companies have been divided equally by two prevention education teams, called the "Alpha Team" and the "Omega Team." According to Mr. Snead, "The teams conduct separate unit level prevention classes for managers (E-5 +) and lower enlisted personnel (E-4 and below) in order to hit each group with the appropriate type of information."

In addition, the teams give classes for NCO and Officer Development, newcomer Chief of Staff Briefings, Awareness Education (for new clients and DWI offenders), Motivational Education/Marijuana Information School (for those having been identified as illegal drug users), the ADC Course, the Commanders' Course (for new Commanders and First Sergeants), and various other classroom activities in their outreach program.

"The teams are responsible for conducting regular Commander Conferences with the leadership of their respective companies, battalions, and brigades; doing research, obtaining new materials, updating lesson plans, and in advising the rest of the agency of new developments in the field," says Mr. Snead. "Our section earns its keep!" he maintains.

The Education Section is not alone in its efforts. Rehabilitation is actively pursuing its goals, and is making inroads in family therapy. The Administrative Section provides administrative support and Biochemical Urinalysis. The Civilian Program Coordinator serves the family members of active duty military personnel, the civilian workforce, and retired military personnel and their families.

"Through all of the various facets of the program, we at the Fort Campbell ADAPCP-CCC are trying to reduce the effects of substance abuse to help this Division and the Fort Campbell community remain true to its lofty reputation as a leader in abuse intervention," states **LTC C. C. Erickson, DPCA**. "With the command support we have received at all levels under the forceful leadership of MG Bagnal, 101st Airborne Division (Air As-

t) Commander, we have been able to make this program work in a particularly effective manner, reducing alcohol and drug abuse to record low levels. Command support and DPCA's commitment to people and excellence are the keys to an effective and sustained substance abuse program."

Christy is an instructor with the Fort Campbell Alcohol and Drug Abuse Prevention and Control Program and Community Counseling Center.

NCO Club breathalyzer

FORT SILL, OK—In addition to offering dining, beverages and entertainment to its club patrons, the Fort Sill NCO Club provides breathalyzer in the club lobby near the exit doors.

The machine, an Alcohol Guard Model J3C-200, was purchased from Alcohol Countermeasures Systems, Inc., 942 Military Street, Port Huron, MI 08060, for \$1,800. It acts as an educational tool by showing soldiers the effect of the drinks which they have consumed. The phone numbers of all local taxi services are posted on the machine and it appears that the number of patrons driving while impaired has been reduced.

The machine brings in approximately \$60.00 per month at 25 cents a test, but is intended to be a customer service rather than a major revenue producer. Its primary purpose is to reduce the number of alcohol related accidents in the Fort Sill and Lawton communities. If it prevents one death or injury it will have proven its worth, according to club officials.

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